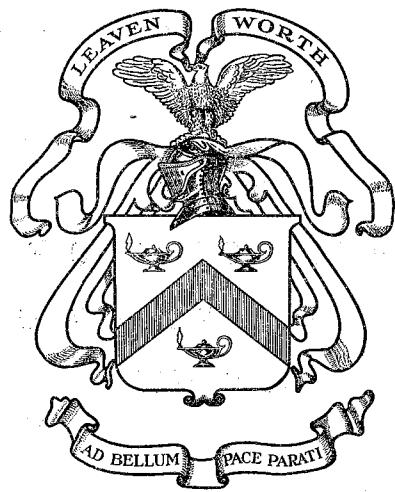


T H E
H I S T O R Y O F
F O R T L E A V E N W O R T H
1937-1951

SPECIAL COLLECTIONS

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THE
HISTORY OF
FORT LEAVENWORTH
1937 - 1951

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by
ORVILLE Z. TYLER, JR.
Colonel of Infantry, US Army

which brings up to date
HISTORY OF
FORT LEAVENWORTH
1827 - 1927

by
ELVID HUNT
Colonel of Infantry, US Army

and

SECOND EDITION
brought up to date
1827 - 1937

by
WALTER E. LORENCE
Captain, Corps of Engineers, US Army

With Foreword By
MAJOR GENERAL HORACE L. McBRIDE
US Army

THE COMMAND AND GENERAL STAFF COLLEGE
Fort Leavenworth, Kansas
1951

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O.Z.T.

CONTENTS

	Page
FOREWORD -----	vii
INTRODUCTION -----	ix
CHAPTER I. FORT LEAVENWORTH BEFORE WORLD WAR II -----	1
The Post in 1937 -----	1
The School in 1937 -----	3
CHAPTER II. WAR CLOUDS GATHER -----	6
The Post in 1938 -----	7
The year 1939 -----	9
1940 Acceleration -----	10
CHAPTER III. LEAVENWORTH GEARS FOR WAR -----	11
Reorganization -----	11
The Second Special Class -----	12
CHAPTER IV. LEAVENWORTH DURING WORLD WAR II -----	16
The War Years -----	17
CHAPTER V. LEAVENWORTH AFTER WORLD WAR II -----	24
Survey of the College -----	25
Gerow Report -----	25
Chart of Gerow Board Recommendations -----	26
General Eddy -----	28
CHAPTER VI. COLLEGE ORGANIZATION AND OPERATION -----	32
Department of Analysis and Research -----	33
Operation of the College -----	34
The Author -----	34
Formal Review -----	34
Briefings -----	35
Presentation -----	35
After-action Report -----	35
Adviser Program -----	35
Student Evaluation -----	36
Instructor Training -----	36
Applicatory Method -----	36
Other Courses -----	37
Extra-mural courses -----	37
Extension Courses -----	37
Navy and Air Sections -----	37
Guest Speaker Program -----	38
Field Trips -----	38
Instructional Aids -----	38
Army Manuals -----	38
Observers -----	38
CHAPTER VII. THE ARMY WAR COLLEGE -----	39
Command and General Staff College in 1950 -----	40
CHAPTER VIII. EVALUATION -----	41
Problems to be Solved for the Future -----	45
Improved Plant -----	45
Instructor Selection -----	46
Longer Duty Tour -----	46
Student Selection -----	46
Leavenworth and the American General Staff -----	46

THE HISTORY OF FORT LEAVENWORTH

	<i>Page</i>
CHAPTER IX. FORT LEAVENWORTH IN 1951 -----	48
Military Review -----	48
The Post in 1951 -----	48
Fort Leavenworth News -----	52
US Disciplinary Barracks -----	52
Activities -----	53
Conclusion -----	54
APPENDIX	
I. BRIEF HISTORY OF THE GENERAL STAFF -----	55
II. THE MEN BEHIND LEAVENWORTH -----	58
III. CHRONOLOGY OF EVENTS 1937-1951 -----	62
IV. MAP OF POST -----	65
V. COMMANDANTS FROM 1937 TO 1951 -----	66
VI. ASSISTANT COMMANDANTS FROM 1937 TO 1951-----	66
VII. CLASS DIRECTORS FROM 1937 TO 1951 -----	67
VIII. SECRETARIES AND EXECUTIVE OFFICERS FROM 1937 TO 1951 -----	68
IX. CHART FACULTY AND STUDENTS—DEC 1940- MAR 1945 -----	68
X. ORDER OF BATTLE, EUROPEAN AND PACIFIC THEATERS OF OPERATIONS -----	70
XI. INSTRUCTORS—1936-37 -----	74
XII. INSTRUCTORS—1939 -----	76
XIII. ERECTION OF BUILDINGS FROM 1937 TO 1951 -----	78
XIV. STREET, PLACE, AND BUILDING NAMES -----	80
XV. UNITS STATIONED AT FORT LEAVENWORTH, KANSAS, 1941-50 -----	81
XVI. MASTERS OF FOXHOUNDS FROM 1929 TO 1940 -----	83
XVII. ANCIENT VEHICLES AVAILABLE FROM FORT LEAVENWORTH MUSEUM -----	84
XVIII. PROGRAM OF DEDICATION CEREMONY, POPE HALL, MAY 23, 1941 -----	85
XIX. FILE OF ORGANIZATIONAL CHARTS FROM 1936 TO 1951 -----	86
XX. PERSONNEL HEADING CERTAIN KEY ACTIVITIES AT FORT LEAVENWORTH FROM 1937 TO 1951 -----	123
BIBLIOGRAPHY -----	125
INDEX -----	127

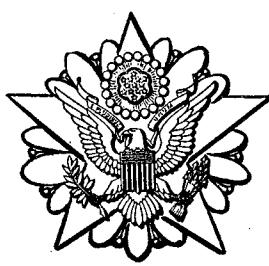
FOREWORD

In 1952 Fort Leavenworth will celebrate its one hundred and twenty-fifth anniversary of service to this Nation. Founded in 1827 as a frontier post to protect the westward expansion against the Indians, it serves now in an even more important role. As seat of the Command and General Staff College it has gained renown by the achievements of its graduates in two world wars. In this anniversary year it faces an increasingly important mission as our Nation again prepares to contain the forces of aggression.

It is quite in keeping with the spirit of our anniversary to publish at this time this *History of Fort Leavenworth from 1937 to 1951* which brings up to date the original history published by Colonel Elvid Hunt in 1927 and revised by Captain Walter E. Lorence in 1937.

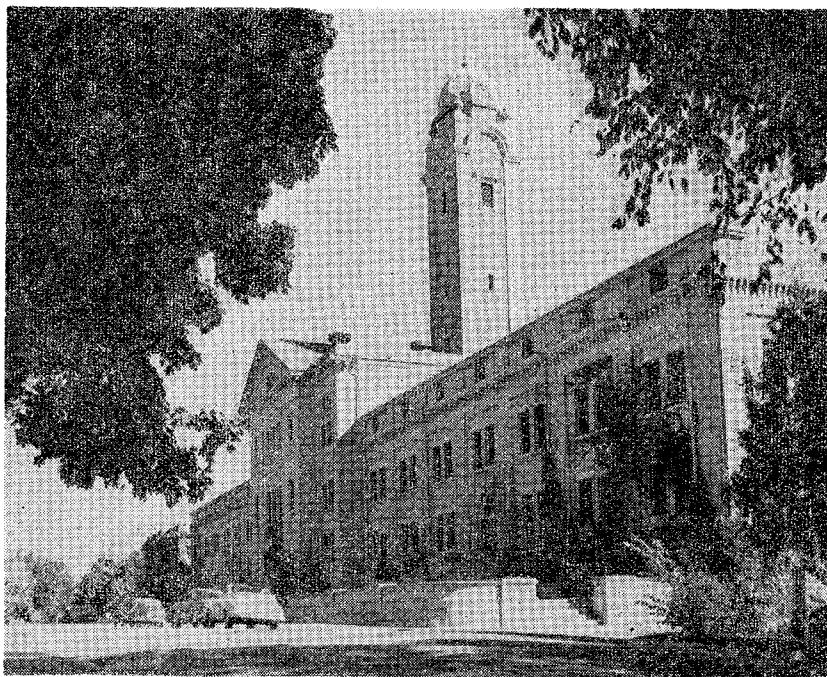


H. L. McBRIDE
Major General, US Army
Commandant



INTRODUCTION

High on a tree-shaded bluff overlooking the wide, winding Missouri River stands Fort Leavenworth. Here in Kansas in the heart of the Nation is one of the Army's oldest and most famous posts. Founded by Col Henry Leavenworth in 1827¹ as an outpost against the plains Indians it has grown in reputation for quite a different reason. As home of the Command and General Staff College, and for a time also of the Army War College, its name has become synonymous world-wide with higher military education. Graduation from "Leavenworth" has become in the Army a sesame to high command or staff position. With the success of our armies in two world wars, this great school has gained in prestige and fame.



The central College building.

Gen W. T. Sherman, recognizing the need for trained officers for the Army after the Civil War, established the first school at Fort Leavenworth in 1881.² The name of the institution, "School of Application for Infantry

¹ Elvid Hunt and Walter E. Lorence, *History of Fort Leavenworth 1827-1937*, Second edition (Fort Leavenworth, Kansas, 1937), p. 17. Directed by GO 14, Adjutant General's Office, Washington, March 7, 1827.

² *Ibid*; p. 133, (GO 42, AGO, Washington, May 7, 1881) Gen Wm. T. Sherman, commanding the US Army directed that "as soon as the requisite number of troops can be assembled at Fort Leavenworth, Kansas, the Commanding General, Department of Missouri, establish a school of application for infantry and cavalry similar to the one now in operation for artillery at Fortress Monroe, Va."

and Cavalry,"³ is indicative. Emphasis on application is still paramount at Leavenworth. Instruction of students by practical application of techniques has remained one of the outstanding scholastic characteristics of Leavenworth as an institution of learning.

The school was closed in 1898 for the duration of the Spanish-American War⁴ to free instructors and students to join units in the field.

ORIGIN OF THE AMERICAN GENERAL STAFF

It was shortly after this, in 1899, that Elihu Root,⁵ the father of the American general staff, became Secretary of War. The mistakes of the expedition against Cuba had convinced this farsighted statesman of the necessity for a US general staff. Risking his political future he almost single-handedly pushed through Congress in 1903 a bill which provided for a general staff. Root was aided in his efforts by such progressive American military thinkers as Generals William Ludlow, William Harding Carter, and Eben Swift.⁶ The great statesman also acknowledged his indebtedness to the Englishman, Spenser Wilkinson,⁷ who wrote a book on the general staff entitled *The Brain of an Army*.

The bill for the creation of the General Staff provided for an Army War College. This agency, the 3d Division of the General Staff, was charged among other things with the direction of military studies of all kinds including supervision of the school system. Part of this school system was the Staff School at Fort Leavenworth.⁸ Its graduates were to supply the members of the General Staff of the US Army. How this task has been accomplished from the year 1937 up to the present will be covered briefly in the pages to follow.

³ *Ibid*; p. 136, (GO 8, AGO, Washington, January 26, 1882) General Sherman wrote to General Philip Sheridan, then in command of the Division of Missouri on November 22, 1881: "My Dear Sheridan: I am just in receipt of your letter of the 19th with the tabular list of the officers comprising the new School of Application at Leavenworth. I need hardly say that I regard it as admirable, and I feel sure that this school will become the best practical military school of all in the United States."

⁴ *Ibid*; p. 150.

⁵ J. D. Hittle, *The Military Staff: Its History and Development* (Harrisburg, Pa. 1944), p. 169.

⁶ *Ibid*; p. 170, Brig Gen Wm. Ludlow sent to Europe on a special assignment to study the Prussian Staff system, chairman of a board convened for the purpose of "taking preliminary measures toward the organization of a War College for the Army." p. 178, Maj Gen Wm. Harding Carter, author of *Creation of the American Staff*, and close associate of Elihu Root.

p. 170-171, Brig Gen Eben Swift, Instructor and later Commandant at Fort Leavenworth "introduced a course in tactical orders." "In a real sense it was Eben Swift, as well as Elihu Root, who gave us our modern General Staff."

⁷ *Ibid*; p. 132, Spenser Wilkinson, English military writer on staff organization.

⁸ General Order No 89, AGO, Washington, August 1, 1902, published program of the reopened school which was designated The General Staff College.

CHAPTER I

LEAVENWORTH BEFORE WORLD WAR II

THE POST IN 1937

Fort Leavenworth in 1937 was a quiet, leisurely post of the "old" Army. As at present it was a community of about 6,000 acres and 4,000 inhabitants. Location of the famous Command and General Staff College, it wore its distinction with the becoming dignity of one accustomed to honors. The handsome, comfortable, red brick quarters which housed most of the faculty, lined shaded avenues arched by tremendous elms. The students in the class of approximately 225¹ with their families, were housed from September until June in rows of substantial apartments either facing the polo field or along shaded Pope Avenue. Other families lived in older more crowded three story apartments, called because of their buzz of living, the "Beehive."

In addition to its status as a school post, Leavenworth was manned by the Headquarters Troop and 1st Squadron of the fine old 10th Cavalry Regiment. This fact is significant since it gave flavor to the life of the Post. The mounted troops of this historic colored regiment furnished the frequent guards of honor for the stream of distinguished visitors. The riding hall and the stables were important buildings on the Post. Areas were picturesquely designated in General Orders: Cody Field; Race Track Pasture.² The polo field was the scene of many colorful matches between the Post team and teams from Fort Sill and Fort Riley.

Even the children rode, and the mounted troops of the boy and girl scouts gave exceptional dash to the well-organized scouting activity. Hastings Road on the Post was named in honor of one of the girl scouts, Virginia Marsh Hastings³, a member of the Sunflower Troop. The smaller children also got an early start. As late as 1946 a colored trooper by the name of "Hoss" Harris led a string of small horses around the Post singing and whistling up the kids for a ten cent ride.

¹ The *Leavenworth Times*, January 20, 1940, gives the number of the 1939-40 class as 225.

² General Order No 5 Fort Leavenworth, Kansas, 1937.

³ General Order No 10 Fort Leavenworth, Kansas, January 10, 1937.

Leavenworth was a "horsey" Post. Each year saw a 3 day "Spring Race Meet and Horse Show." This event attracted horsemen from far and near to compete for flashing sterling prizes in quality events. Among the participants had been Col Jonathan M. Wainwright, then Deputy Commander at the Cavalry School at Riley. Lt Col Frederick Gilbreath, Cavalry, the Executive of the Post and school wrote "My dear Skinny" to invite him over for the meeting of the year before.⁴

The Post, moreover, was usually represented at the "American Royal" in Kansas City, Missouri.⁵ This celebrated annual horse and stock show usually featured an entry from Fort Leavenworth. On October 19, 1938, a sizable contingent participated in the "Gay Nineties" event. Wearing pioneer costumes, the Leavenworth group rode in a collection of venerable vehicles affectionately named by the people of the Post, the "Old Rolling Wheels."

This ancient collection of stagecoaches, breaks, and wagons was the basis for participation by the Post in other local celebrations.⁶ Under the direction of such stalwarts as Sgt Wendell O. Yount, William McGlinn, and wagonmaster Fritz Schillo, the Post entry made good will throughout the community. Their calendar of events included:

The Pony Express Rodeo, St. Joseph, Missouri—May 21-23, 1937.

The Platte Purchase Centennial, St. Joseph, Missouri—August 18-20, 1938.

The Annual Old Settlers Association Picnic and Pioneer Day Parade, Olathe, Kansas—September 28, 1938.

One year this group put on the "Old Santa Fe Trail Pioneer and Wild West Show," a two-hour spectacle of stagecoaches, Conestoga wagons, cowboys, and Indians. It was scheduled to play in Olathe, St. Joseph, Atchison, Lawrence, Excelsior Springs, and Leavenworth.

⁴ Letter Gilbreath to Wainwright, Museum file, Transportation Office, Fort Leavenworth, Kansas.

⁵ Correspondence, Museum file.

⁶ Appendix XVII, List of Ancient Vehicles Available from Fort Leavenworth Museum.

Old Santa Fe Trail PIONEER AND WILD WEST SHOW



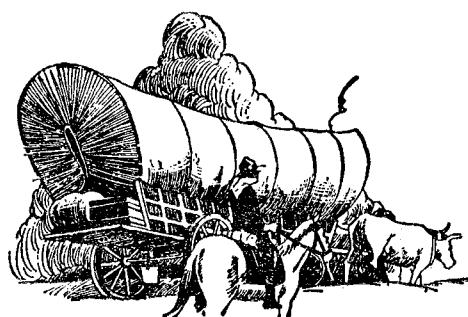
A Frontier Pageant
KANSAS MISSOURI

Program

1. Grand Opening Review
2. Daredevil Coach Driving
(Four Coaches—Four, four-horse teams)
3. Buck Keegan and his Bull Whips
(He snaps the spot at 50 feet)
4. Roman Riding Race
(Four racers each riding two horses)
5. Indian Buffalo Hunt
(Many Indians Spearing Buffalo Bulls)
6. Fort Scott Stage Coach Holdup
(Changing Horses—Robbery—Bandits Captured)
7. Local Events
(Act or Competition staged by Local Citizens)
8. Pony Express
(Dispatches Carried—Ponies Changed—Bandits Avoided)
9. Oregon Pioneer Wagon Train
(March—Camp—Indian Attack—Relief by Cavalry)
10. Walter Ruark and his Acrobatic Bulls
(Jumping—Balancing—Performing)
11. Los Rurales Lancers Musical Drill
(25 Rurales of Old Mexico under Diaz)
12. The Grand Finale

Following an afternoon performance arrangements may be made with the Wagon Boss for rides in the "Old Rolling Wheels."

All of the actors are amateurs. No disparagement of any race or class of peoples is intended. The parts of Indians, Mexican Soldiers, Marshals and Cowboys are all taken by amateurs.



OLD SANTA FE TRAIL PIONEER AND WILD WEST SHOW

Presented by

The Officers and Men of Fort Leavenworth, Kansas, with vehicles and equipment from the priceless collection of the Fort Leavenworth Museum.

To Show In

Olathe—St. Joseph—Atchison—Lawrence—Excelsior Springs
Leavenworth and Other Places

Thrills, Spills, Horses, Stage Coaches, Prairie Schooners, Indians, Cowboys, Sheriffs and Frontier Cavalry Soldiers.

A Two Hour Show Enacting Pioneer Days.

Old Rolling Wheels

The ten animal-drawn vehicles used in the parade and the show are all renovated and reconditioned originals. The vehicles are only a part of a great many, which are the property of the Fort Leavenworth Museum.

The most spectacular piece is the Concord Coach. This sturdy passenger carrier started life in Concord, Mass., in 1834. It travelled the dirt roads of the Eastern, Central, Mountain and Western United States until it reached The Dalles, Oregon. Just before its retirement in 1915, it was on duty on a Kansas run.

The bull-drawn prairie schooner carried the Wilkinson family from Ohio to the valley of Salt Creek in Kansas, shortly after the Civil War. Five years ago the remains of the Schooner were dug up from the creek bed on the farm. Enough parts were found to allow reconstruction.

Another stage coach, the yellow mountain hack, was used throughout its active service on a Snake River run, from Pocatello, Idaho, north to Butte, Montana.

The big, red Conestoga wagon was built from abandoned parts left at Fort Leavenworth, when Russell, Majors and Waddell closed their freighting enterprise of six thousand teamsters and 45,000 oxen.

Through the kindness of the Wyeth Hardware and Manufacturing Company of St. Joseph, Mo., there is shown an exact replica of one of the Pony Express saddles and dispatch pouches.

The large pioneer freight wagon was brought to the West by Mr. Walters Watkins in 1858, who established a woolen mill at Watkins' Mill, which is now seven miles northwest of Excelsior Springs, Mo.

Dougherty wagons were the palatial army transportation vehicles of the pioneer period. The wagons displayed carried many generals, staff officers and the paymaster, who carried the gold and silver to the troops in the field before and after the Custer Massacre.

The three roof breaks are relics of classy rural transportation before the automobile became popular. One break, formerly belonging to Mr. John Tough of Kansas City, was an elegant conveyance in its time.

The home of these priceless specimens of "Old Rolling Wheels," the Fort Leavenworth Museum, established February 12, 1938, by authority of the Secretary of War, for the housing of a collection of animal-drawn vehicles of the Nineteenth Century type and other pioneer relics, is open for free inspection from 1:00 to 5:00 PM, daily, at Fort Leavenworth, Kansas.

The old vehicles were gathered from far and wide to become the property of the Fort Leavenworth Museum. The museum was given official status by approval of the Secretary of War on February 7, 1938. Col Gilbreath wrote letters all over the country in connection with assembling this fine old collection of pioneer transportation. Among "roof breaks," Dougherty wagons, and stagecoaches, a most interesting item was an authentic Conestoga wagon.

These wagons, manufactured in Pennsyl-

Another of the horse activities of the Post was the Leavenworth Hunt. Founded in 1929 with Maj John C. Daly as the first Master of Foxhounds, the hunt flourished until after World War II was under way. The pink-coated riders were a familiar sight as they followed the pack over the hilly terrain of the reservation or paraded on special occasions along the shaded streets of the garrison. In good weather the hunt met twice a week on Wednesday afternoons and Sunday mornings. Often on Sun-



The Leavenworth Hunt.

vania for use primarily by the pioneers in the western migration, were among the first examples of American manufacturing genius. Carefully designed, they employed only three basic dimensions. Since all parts were multiples of these basic measurements, rapid manufacture, assembly, and replacement of parts were facilitated. In an age of handicraft this was a notable advance and accounted for the tremendous popularity of the Conestoga wagons.

days the hunt would end at the rustic Hunt Lodge on the far edge of the Post for a tempting breakfast.

THE SCHOOL IN 1937

In 1937, as now, the impressive academic building with its clock tower, dominated the Leavenworth scene. Composed of central Grant Hall, pierced by a sally port, and the attached wings of Sheridan and Sherman Halls, this was the original Command and General Staff School. These were the buildings of the old

arsenal joined together to make the composite structure.⁷ Here were located the assembly rooms for the Regular Class. The class was divided into instructional groups A and B which were further broken down occasionally into sections. The entire class assembled in Grant Hall for lectures.

The course of 1 year for the Regular Class was designed to produce commanders and staff officers. Instruction was conducted at an unhurried pace. Classes started at 0830 for the morning session which was generally divided into three periods.⁸ Afternoon classes started at 1 o'clock. Study assignments and instructions for students were, as they are now, usually issued in boxes located in the assembly rooms and in the riding hall. Students were not required to clear their boxes on Saturday but were required to clear them after 12 o'clock on Sundays.

Instruction embodied among other things: combat orders, field engineering, leadership and psychology, military history, equitation, methods of training, strategy, tactics, planning, and troop leading. The theory of instruction was based on applicatory learning. The students learned generally by applying military principles to the solution of tactical exercises and map maneuvers. Some of the problems were two-sided war games in which students vied as commanders and staffs of opposing forces. Some of the exercises were mounted terrain exercises where tactical and logistical problems were actually solved on the ground. The regulations for students contained cautions as to liability under the 105th Article of War for damage to private property.

The course consisted of 1,309½ hours of varied instruction. It included 39 hours of equitation, 10 tactical rides, and 23 terrain exercises; 17 of which were graded. Twelve of these marked problems, a map problem, and a command post exercise were held at the very end of the course in June.

Only 14 lectures were scheduled. The majority of the instruction (161 hours) was imparted by means of conferences. Time was about equally divided between map exercises (53 hours) and map problems (55 hours).

⁷ A. T. Andreas, *History of Kansas* (Chicago, 1883). The two main structures were erected in 1859.

⁸ *Instruction Circular*, C&GSS, 1936-37.

Fifty-seven hours were allotted to technical staff and logistics instruction. One hundred twenty-seven and one-half hours were devoted to study of the infantry division, 203½ hours to corps operations, and 141 to Army. There was a total of 318 hours of graded work. Nine hours were spent in committee work. The 4-day command post exercise followed by 5 days of graded exercises was in the nature of a final examination for the graduating class.

Graduation exercises held on June 21, 1937, in the shaded greenness of the Main Parade, called Sumner Place, came as a welcome relief.

Students of the Regular Class were carefully selected from Regular Army majors and captains with superior records. Maj Gen Charles A. Willoughby, who was Gen MacArthur's G2 wrote while he was an instructor at the Command and General Staff School:

"Leavenworth is a school for war. The course of instruction there, designed as a test of the physical, mental, and moral fiber of the students, seeks to discover and develop those competent to lead and direct our armies of the future.

"No one enters upon the course there without trepidation, and no one graduates without a feeling of relief. But no officer can honestly say that he has passed the course without having derived from it vast benefit."

There was a facetious saying at one time in the Army that the student body was made up of "aides, adjutants, and asses." If this in fact was a basis of selection, results have more than justified its worth.

The frequent graded map problems and terrain exercises tested student ability to apply tactical doctrine soundly. Solutions which were assigned a mark below 75 percent were rated unsatisfactory. Only two marks were given—S for satisfactory and U for unsatisfactory. Under the provisions of the National Defense Act of 1935 the name of no officer could be added to the General Staff Corps eligible list unless he was specifically recommended as qualified for general staff duty upon graduation from the Command and General Staff School. Upon graduation students were rated superior, excellent, very satisfactory, and satisfactory. A recommendation was also made as to eligibility for further military education.

The faculty comprised approximately 73 officers of whom 55 did most of the instructing. These officers, usually lieutenant colonels and

majors, made up the five instructional sections. (See chart.)

FACULTY COMMAND AND GENERAL STAFF SCHOOL 1936-1937	
Commandant, Assistant Commandant, Class Supervisor, Five Chiefs of Sections, etc.	11
Navy Section, Judge Advocate, and Air Section	3
Instructors who made no platform appearances	4
Total noninstructors	18
Net instructors on the platform	55
Total	73

CHART

The five sections majored in offensive operations, intelligence and history, defensive operations, supply and logistics, and miscellaneous matters. As a part of the major sections there were six subsections corresponding to branches of the Army as follows: Infantry, Cavalry, Field Artillery, Coast Artillery, Engineer, and Air. As small subsections there were also represented the Signal Corps, Chemical Warfare Service, Adjutant General's Department, Judge Advocate General's Department, Medical Corps, Ordnance Department, and Quartermaster Corps.

When plans were laid for the 1936-37 class at Leavenworth, Maj Gen H. J. Brees was Commandant. The Assistant Commandant was Col J. A. McAndrew, and the Secretary was Lt Col Frederick Gilbreath. It is interesting to note that Maj M. S. Eddy was assistant to the Director of the Special Class and Extension

Courses. He was later to become Commandant after distinguished service as Commander, XII Corps, in World War II. As Assistant Secretary and head of the Editorial Group was Lt Col F. W. Milburn, another future corps commander (XXI). The Air Corps subsection was headed by Lt Col L. H. Brereton, who later commanded the First Airborne Army. Other members of the faculty at that time were—

- Lt Col H. F. Hazlett, Chief of 1st Section; later Commander, Replacement and School Command of Army Ground Forces. (Maj Gen)
- Maj H. L. McBride, later Commander, 80th Division, and present Commandant, Command and General Staff College. (Maj Gen)
- Maj A. F. Kibler, Director, Joint American Military Advisory Group, London (Maj Gen)
- Maj A. C. Smith, Deputy Commanding General, Fifth Army, Chicago (Maj Gen)
- Maj R. G. Tindall, Executive, Missouri Military District, St Louis (Brig Gen)
- Capt W. L. Weible, Commanding General, Japan Logistical Command (Maj Gen)
- Maj W. K. Harrison, Jr, Commanding General, 9th Inf Div (Tng), Ft Dix, NJ (Maj Gen)
- Maj L. A. Pick, Chief of Engineers, Washington, DC (Lt Gen)
- Maj G. L. Eberle, ACofS G4, GHQ, FEC, and SCAP, Japan (Maj Gen)
- Maj P. J. Mueller, Chief, Career Management Division, AGO (Maj Gen)
- Lt Col D. L. Weart, Commanding General, Engineer Center, Ft Belvoir, Va, and President, Engineer Board (Maj Gen)
- Capt F. H. Lanahan, Commanding General, Ft Monmouth, NJ (Maj Gen)
- Maj R. C. L. Graham, Assistant to the Quartermaster General, and Commanding General, Ft Lee, Va, and Quartermaster Center (Maj Gen)

CHAPTER II

WAR CLOUDS GATHER

Prior to the assembly of the 1936-37 class Gen Brees was succeeded as Commandant by Brig Gen Charles M. Bundel. This scholarly and sensible soldier addressed the class at the opening of the Command and General Staff School at the Service Club on September 1, 1936.¹ He congratulated them upon their selection to attend the school as one of the most valuable and important activities of the Army. In a similar address a year later he remarked significantly, that one measure of a school was the manner in which the student is treated. The standard he set in this regard was the consideration due mature, conscientious men eager to improve themselves professionally. This idea that the caliber of a school may be judged by its attitude toward the student is new in some academic circles.

In this address Gen Bundel talked about another reputation of the Command and General Staff School, that of being a man-killer. He had checked with the Surgeon General of the Army on the prevalence of nervousness or mental breakdown cases by students. Statistics showed that over a 15 year period, not only was Leavenworth lower than several other service schools but was lower than the general average for the Army in admissions for nervous disorders.

It is noteworthy that this discerning soldier gave his attention to other than purely academic and administrative duties. In addition to talks to the faculty and the regular and special classes, Gen Bundel spoke widely and well. Among others he addressed during 1937, the Women's Club, the Boy Scouts, the Parent-Teachers Association, a West Point Luncheon, the ROTC, the CMTC, the National Convention of the American Bar Association, and the Junior High School. In his speeches on and off the Post the Commandant was the ardent advocate of good citizenship and friendly relations with the civilian community. His talks set a high moral and spiritual tone for the Post. His support of worthwhile activities was a pattern of

good neighborliness in keeping with the best traditions of the Army and the school. His example of leadership in the community and good civilian-army relations was an admirable one which has been characteristic of the officers who have held the position of Commandant.

Interesting notes from *The Leavenworth Times* of January 10, 1937, mentioned that Capt Alfred Gruenther,² bridge authority at the garrison would conduct lectures on the 19th and 26th of January. The temperature was down to 1.9° with no relief in sight. Elihu Root died February 8, 1937.

The Annual Winter Horse Show Carnival and 10th Cavalry Troopers Horse Show were held in March. The Dramatic Club presented "The Dover Road." The Spanish War and sit-down strikes were going on. Juliana of Holland got married and Wallace Simpson and the Duke of Windsor were featured on the front page while Man Mountain Dean made the sport columns. There was a picture of the Army's new flying fortress in the newspaper.

On May 8, 1937, Gen Bundel spoke at the dedication of Fuller Hall.³ Named for Col Ezra Bond Fuller, former editor of the *Cavalry Journal* and Secretary and Treasurer of the Army Cooperative Fire Association, this small building houses the Book Department of the school. Although converted from a stable, this graceful, low building facing Augur Avenue and adjacent to the school adds dignity and beauty to this sedate and beautiful Post.

Connected with the Book Department at that time and for many years was CWO Cleveland (Cleve) Williams. This remarkable individual is well known throughout the Leavenworth community and the Army. Serving most of his long service in the Army at Fort Leavenworth, he is a veritable landmark. He made such contributions to the community life in 1937 as a talk to the Women's Club on "The Circus and Its people"⁴ from his own experiences. He

¹ Charles M. Bundel, Brig Gen, USA, *Selected Professional Papers* (Ft. Leavenworth, Kansas, 1939) p. 10.

² Gen Alfred Gruenther is now Gen Eisenhower's Chief of Staff.

³ *Ibid*; p. 64.

⁴ *Leavenworth Times*, April 2, 1937.

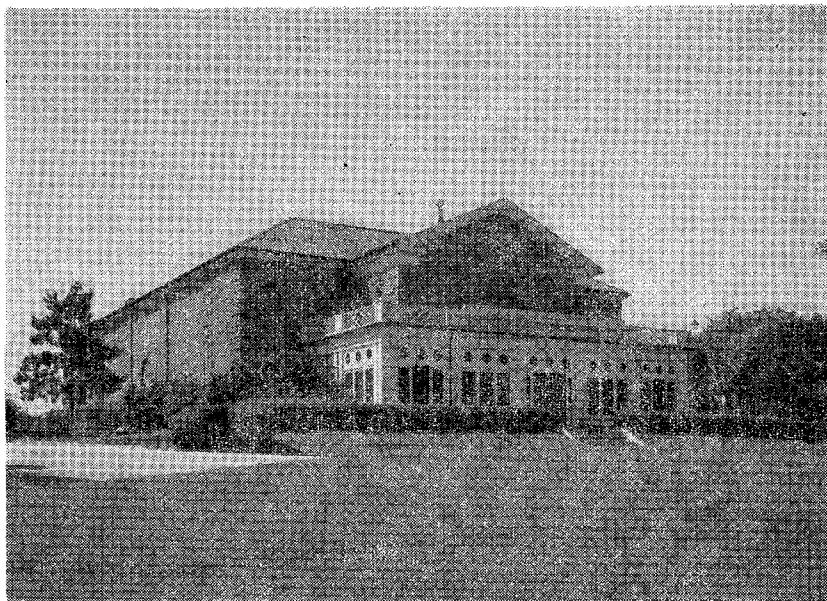
was active in Masonic work at the Post and was also elected Potentate of Abdallah Shriner's Temple in the city of Leavenworth.⁴ He was a captain in World War II, but is now retired and living in Leavenworth. However, he is still connected with Masonic activities at Fort Leavenworth.

Col Francis W. Honeycutt⁵ was ordered to the Post effective July 1, 1937 as Assistant Commandant replacing Col Joseph A. McAndrew who was transferred to Tientsien, China. Maj Gen Johnson Haygood and Lt Gen Frederick Von Boetticher, German Military and Air Attaché were visitors at the fort. Capt Elwood Quesada⁶ talked to the Women's Club

THE POST IN 1938

Gen Bundel participated in another dedication during his tour of duty as Commandant when the new War Department Theater was opened. This attractive building on Grant Avenue was dedicated August 14, 1938,⁷ as a useful addition to the Post and school. Not only has it been in use almost nightly for moving pictures, but it also provides an excellent facility which has accommodated a long succession of graduation exercises, guest speaker appearances, not to mention concerts, shows, and glee club performances.

A characteristic garrison event was the sixtieth anniversary dedication of the Post Chapel



War Department theater.

on his trip to Africa with Honorable Trubee Davison, Assistant Secretary of War. Other activities of the ladies were Spanish and German, also French conversation classes and the current events and knitting groups. The music group had Mrs. Leslie R. Groves, Jr.⁸ as accompanist, and the art group showed paintings by Mrs. Louis A. Pick.

⁴ *Ibid*; January 6, 1937.

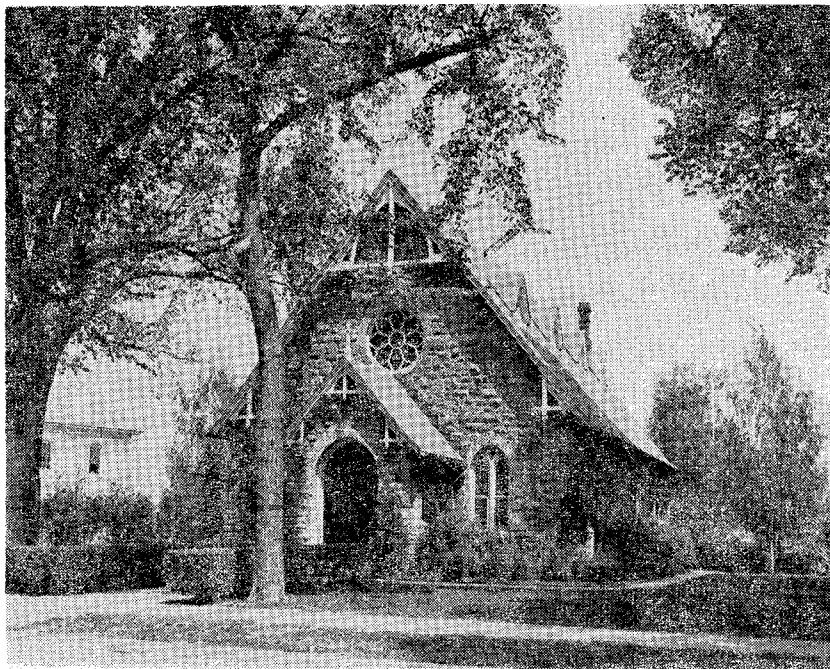
⁵ Later major general, killed in an airplane crash while commanding the 9th Inf Div.

⁷ Later major general, Commander, IX Tactical Air Command, ETO.

⁸ Wife of Maj Leslie R. Groves, Jr. later major general commanding the Manhattan Project for production of the atomic bomb in World War II.

on November 27, 1938. Gen Bundel also spoke at this service. The small but exquisite gray stone chapel dates from the laying of its corner stone on May 5, 1878 by Bishop R. H. Vail of Kansas. Beautifully proportioned, with a high sloping roof on the outside, the chapel is even more distinctively beautiful inside. The walls are adorned with historic black memorial tablets of various sizes and shapes with names inscribed in gold. Here on either side of the door are two commemorative plaques of the famous old Seventh Cavalry. They bear the inscription: "Lt Col George A. Custer, Brevet

⁹ Selected Papers, Gen Bundel, p. 124.



Post Chapel.

Major General" and the names of other members of his ill-fated command with the date of the massacre, June 25, 1876.

Several of the other highly decorative tablets are noteworthy for their inscriptions. They read:

John J. Crittenden, 2d Lieutenant, 20th U. S. Infantry
Killed in Action with Sioux Indians at
Little Big Horn River Montana
June 25, 1876

Killed in Action
July 3, 1877
Lt. Sevier M. Rains
1st U. S. Cavalry
with Nez Perces Indians
Craig Mt., Idaho

In memoriam
Samuel A. Cherry
5th U. S. Cavalry
Killed May 11, 1881
Near Fort Niobrara, Nebraska
While in command of a detachment
pursuing horse thieves and deserters

John Anthony Rucker
2d Lieutenant, 6th Cavalry
Drowned July 11, 1878
Camp Supply, Arizona
In attempting to save the
life of a brother officer

Daniel H. Murdock
Captain
6th U. S. Cavalry
drowned
while crossing his command
over Grand River, Utah
June 6, 1886

There is also a plaque honoring Gen Henry Leavenworth, founder of the Post on September 19, 1827. The adjacent town chartered in 1854 gets its name from this distinguished soldier. There are, moreover, tablets to two of the officers for whom streets on the Post are named:

ten the saga of the US Army's part in the winning of the great West. The heartbreaks, the struggles, the heroism are portrayed more vividly than any pen can describe. Without doubt, this is one of the distinctive chapels of the Army.

THE YEAR 1939

On March 23, 1939, Gen Bundel relinquished command of the school and Fort Leavenworth to await retirement. He was succeeded by Brig Gen Lesley J. McNair, brilliant soldier and organizer, later to become important as Commander of Army Ground Forces. Like a new broom, Gen McNair inspected troops, barracks, and messes of the 17th Infantry, 10th Cavalry, and Sherman Field on April 12, 1939.¹⁰

The new Commandant soon settled into the busy routine of graduation addresses, welcoming incoming classes, and greeting distinguished visitors which is the normal lot of his office. That year 228 officers of the regular class, and 4 foreign officers graduated on June 20, 1939. Among the distinguished visitors that summer were Maj Gen Pedro Aurelio de Goes Monteiro, Chief of Staff of the Brazilian Army,¹¹ and Col Charles A. Lindberg.¹² The official entourage greeting the former at Kansas City airport was smartly attired in white dress uniforms. White uniforms would soon give way to the less showy but more practical wartime khaki. In the party was Brig Gen R. C. Richardson, Jr., Commanding General of neighboring Fort Riley, Kansas, later commander of Army troops in the Pacific.

Another duty of the Commandant that summer of 1939 was greeting the 237 ROTC students who came to summer camp on the Post. Still another was attending ceremonies of the 990 CMTTC cadets from Missouri, Arkansas, and Kansas. Officers attending these ceremonies and inspections were notably uniformed in boots and breeches. Here we have another picturesque indication of the old order. This uniform has not been regulation in the Army since the beginning of World War II.

On September 12, 1939, a garden-party reception was held by the Commandant for approximately 400 officers and their ladies. The occasion was the official welcoming of the 1939-40 Regular Class marking the opening of the new academic year. A large tent was pitched on the polo field to shelter receiving line, guests, and refreshments. Officers in whites and ladies in summer frocks and picture-hats made a gay colorful gathering. At least 15, and probably

more, of the class being honored later became general officers.

The 32d US Volunteer Infantry held its sixth annual reunion on the Post on September 15, 1939.¹³ It was the first time most of these men had been back to the station since they trained at Fort Leavenworth in 1899. Eighty members were present and had their pictures taken, assembled around the monument to their unit. You may see the monument today, located in the field east of the Golf Club.

Another event of that fall again recalled the historic savor of the early beginnings of Fort Leavenworth. Mrs. Effie Van Tuyl, on behalf of the Captain Jesse Leavenworth Chapter, Daughters of the American Revolution, presented a bronze tablet to the Post.¹⁴ The plaque which decorates the western post of the south gate of the Fort commemorates the pioneer Santa Fe and Oregon trails, the Military Road to Fort Scott, and the expeditions of Fremont and Doniphan between the dates 1827 and 1890.

The pleasant approach to the Fort from Leavenworth through this south gate has not changed greatly with the years. Andrea's *History of Leavenworth County*, written shortly after the Civil War says:

"If the visitor expects to find many of the grim unpleasant features of the war at the fort he will be happily disappointed. No grim battlements frown upon him, but rather he is ushered into a beautiful village by way of a broad macadamized roadway which connects the city with the fort. To the right are the buildings of the Commissary department and the offices of the heads of departments. The two main structures were erected in 1859 for arsenal purposes."

But the grim unpleasant features of war were coming near. Activities on the Post continued in their well-ordered pattern. The first fox hunt of the season for the Fort Leavenworth Hunt under its new Master, Lt Col Paul R. Davison, took place on October 15, 1939. Gen McNair rode in the hunt.¹⁵ However, the 17th Infantry left the Post on November 15th for maneuvers in Arkansas. Maj Gen Julian Schley, Chief of Engineers, arrived 2 days later to be greeted by a mounted detachment of the 10th Cavalry and a 13-gun salute. He was inspecting training sites for the prospective mobilization.

¹⁰ *Leavenworth Times*, April 12, 1939.

¹¹ *Ibid*; June 28, 1939.

¹² *Ibid*; July 2, 1939.

¹³ *Ibid*; Sept 15, 1939.

¹⁴ *Ibid*; October 11, 1939.

¹⁵ *Ibid*; October 14, 1939.

On December 5, Maj Gen R. E. Truman of the 35th Division and Maj Gen William K. Herndon of the 24th Division, National Guard, were on the Post. December 7, just 2 years short of Pearl Harbor, Senators Elmer Thomas and Dennis Chavez and Representative Sparkman of the Military Affairs Committee visited Fort Leavenworth. Senator Harry S. Truman was also expected.¹⁶ As usual they were greeted by a mounted guard of honor of the 10th Cavalry. The officers who met them wore dress blue uniforms soon to be replaced by more warlike garb.

1940 ACCELERATION

On January 20, 1940, it was announced that the Regular Class would graduate early. After but 5½ months of the course their graduation took place at the Theater at 9 AM on Thursday, February 1. Early graduation enabled these new possessors of the military master's degree to join troop units in the field and to fill other key positions where their services were sorely needed. It was at this graduation that Gen McNair urged them to fire their "Leavenworth ammunition" not to keep it unused in their caissons.

The Special Course for National Guard and Reserve Officers opened on March 11, 1940. The number of students attending this 3 month's course was increased from 50 to 102 because of the seriousness of the world situation. Maj Gen C. R. Powell of the New Jersey National Guard attended the course establishing himself for that time as the highest ranking officer ever to attend the school as a student.

However, life went on at Leavenworth. The new Officers' Club and caddy house were under construction. The 10th Annual Spring Horse Show was announced for the 25th of May, Maj William N. (Neely) Todd, Jr., in charge. It would feature a Gay Nineties and Pioneer Day Parade. But the usual race meet was cancelled since the majority of the officers were on maneuvers. Moreover, the Army on May 26th announced plans to streamline the course, having 2 classes of 800 each instead of the normal 225. Nevertheless, the horse show was held. Mrs. Lesley J. McNair on Here's How took a third place.

The ROTC Camp opened at the Post as usual on June 9, 1940. A few days later the War Department announced suspension of the Regular Course for 1940-41 in order to retain on essential duties 892 Regular Army officers.

Maj Gen Percy P. Bishop, Commanding General of the VII Corps Area was a visitor at Fort Leavenworth on June 20th. He inspected the ROTC Camp and the new officer's mess building designed in anticipation of the new class to accommodate 800.¹⁷ It was announced that two companies and headquarters group of the 17th Infantry, 212 men in all, would be the nucleus of a new division to be formed at Fort Ord, California. On June 25th, plans were announced for construction of a recruit reception center. Located on Cody Hill this installation was designed for a capacity of 500.¹⁸ There were to be 13 buildings including headquarters, supply, two mess halls, and a recreation hall. There would be 9 two-story barracks with a capacity of 63 men each.

Attendance at the CMTC Camp was different in 1940 than in other years. When the camp opened July 5th in addition to the usual capacity of 900 cadets, there were also accommodated 175 businessmen. Brig Gen Frank Andrews inspected the camp on July 20th in the course of an inspection of several training camps.

On July 25, 1940, Gen McNair was named Chief of Staff of General Headquarters with station in Washington, D.C. He left the Post soon thereafter and by November 5th, his place had been taken by Brig Gen Edmund L. Gruber. On November 30, 1940, the new Commandant made the opening address to the First Special Class.

That fall the US Disciplinary Barracks was reestablished at Fort Leavenworth. Its transfer back to the War Department from the Department of Justice, which had controlled it since September 1929, was completed December 16, 1940. Col Converse R. Lewis was designated as Commandant.

¹⁶ *Ibid*; May 26, 1940. The article quotes Gen George C. Marshall, Army Chief of Staff: "The school has been synonymous with the conception of leadership for our divisions, corps, and armies. As our officers landed in France in the days of the World War it marked them for immediate assignment to posts of great responsibility." The article went on to state: "Virtually every general officer in active service today is a graduate of the C&GSS."

¹⁸ *Kansas City Journal*, June 25, 1940.

CHAPTER III

LEAVENWORTH GEARS FOR WAR

Gen Gruber as his predecessors Gen Bunde and McNair, was greatly in demand as a speaker. He assumed this burden willingly and spoke often in spite of the fact that he was in poor health. Feeling an obligation as senior representative and spokesman for the Army to orient the civilian community to the imminent national danger, Gen Gruber spoke to many groups. The need for awakening the community to the problems of defense and the Army was urgent. How seriously Gen Gruber considered his obligation is illustrated by the following excerpt from his calendar¹ listing some of the speaking engagements he filled:

Labor's Relation to National Defense—

Kansas Labor Institute, Kansas State College, Manhattan, Kansas—December 7, 1940

The National Defense Question Box—

WDAF Radio Station, Kansas City, Missouri—December 22, 1940

Our Community in National Defense—

Chamber of Commerce

Kansas City, Missouri—January 15, 1941

The Youth of America and National Defense—Congregational Church

Kansas City, Missouri—January 29, 1941

* * * * *

National Unity—

Community Assembly

Lexington, Missouri—February 19, 1941

That he filled these engagements in spite of failing health and a heavy schedule of administrative work and frequent addresses to the students and faculty of the school is a gauge of the stature of this officer. Again it points up the high standards, breadth of vision, and devotion to duty which have been characteristic of the men selected as leaders of this great institution.

REORGANIZATION

By December 1, 1940, the organization of the Staff School had been altered to meet the needs of the short courses and the change in mission. The regular 10-month course was designed to prepare officers for either command or staff duty. By elimination of the require-

ment for training as commanders, it was felt that the course could be drastically shortened. The War Department felt that staff training could be accomplished within 1 month. The Command and General Staff School, under Col K. B. Edmunds as Acting Commandant, recommended that the course be 3 months.² The matter was finally settled by a compromise course of 9 weeks duration (later increased to 10 weeks).³ The wisdom of the compromise appears to be borne out by the manner in which the school accomplished its mission.

The reorganization of the faculty to accomplish the new task quite appropriately was along general staff lines. The former five sections were cut to four and their work divided functionally according to normal general staff responsibilities.⁴ Corresponding to the four general staff officers, there were four faculty sections: G1 Section, Personnel; G2 Section, Intelligence; G3 Section, Operations and Training; G4 Section, Supply and Evacuation. An innovation was the insertion into the faculty organization of a command section corresponding to the chief of staff in a normal staff. This section was placed over the four general staff sections. There was also in the organization an administrative section which represented on the faculty the functions of the Adjutant General and Headquarters Commandant.

At a lower level, and constituting in effect the Special Staff were 12 subsections. Representing equally six arms and six services, these were also under the Command Section. The

² Interview with Maj Gen G. R. Cook, December 19, 1950, Head of Command Section C&GSS in 1940-41.

³ Historical Division WDGS, *History of World War II* has the following to say: "The last nine months' course at the Command and General Staff School ended in the spring of 1940. In a directive issued by the Assistant Chief of Staff, G1, through The Adjutant General, on 21 February 1940, (G-1/14958-53, 19 Feb 40), the Regular Course, Command and General Staff School scheduled to begin 15 September 1940, was cancelled and two courses of four and one-half months each was substituted therefor. One of these was to begin 1 September 1940 and the other about 15 January 1941. These courses were never started. But on 2 December 1940 the first Special Class of 10 weeks, to be followed by such classes throughout the war, got under way."

⁴ *Instruction Circular No 1*, 1940-41, C&GSS.

¹ Edmund L. Gruber, Addresses 1940-41, pp. 9, 18, 58, 65, 89.

arms represented in subsections were: Infantry, Cavalry, Field Artillery, Armored Force, Coast Artillery, and Air Corps. The service subsections were: Engineer, Signal, Chemical Warfare, Medical, Ordnance, and Quartermaster. These subsections were charged with instruction and expert advice on matters appropriate to their section designation.

There were also committees which handled some instruction. These committees formed according to subject matter dealt in: attack, defense, armor, and the like.

The majority of the planning for the new courses was done under the jurisdiction of the Acting Commandant, Col Kinzie B. Edmunds. Lt Col G. R. Cook, later commander of the XII Corps was in direct charge of the planning. As Acting Assistant Commandant and head of the Command Section, Col Cook bore the brunt of the preparation. So well was this work done that after a short conference upon the arrival of Gen Gruber on Sunday to assume command, the new Commandant was able to approve the course on Monday. This is again borne out by the fact that as late as 1942 the basic problems employed in the course were little altered.

Upon the arrival of Gen Gruber, Col Edmunds became Assistant Commandant. Upon the relief of Col Edmunds prior to the assembly of the Second Special Class, his place was taken by Col M. C. Shallenberger. Initially Assistant Commandant in December 1940, Col Shallenberger was Class Director for the Second Special Class in February 1941 and later, again Assistant Commandant. With the departure of Lt Col Cook, the Command Section was removed from its place of pre-eminence and placed on a par with the General Staff Sections.

By May 2, 1942, the command section had given place to five small command sections for major types of operations: two for infantry divisions, and one each for armored divisions, Air Corps units, and special operations. These were on a level below the four General Staff sections. The subsections were redesignated Branch Representatives. In addition to this group there was a representative for tank destroyers. However, despite the various organizational shifts the functions of the faculty were relatively constant, were performed with a high degree of excellence and turned out a product of remarkably high caliber.

Further changes, naturally, came about as the size of the classes was expanded to reach a peak of 1,080. However, the fundamentals and the basic techniques of instruction remained the same and the training imparted to the student appears to have stood the test by fire. It is highly significant that this conversion to wartime production was made early and successfully. The sixth of these Special Classes was ready to start at the time of Pearl Harbor. With the graduation of the Sixth Class and a total of some 1,286 students for the six classes, Leavenworth had produced in roughly 1 year almost as many graduates as in the six preceding years.

In this connection, it must be borne in mind that the mission of the school had been changed. Previously, the task assigned the school by War Department directive was the training of commanders and staff officers. The Special Course were designed primarily to produce staff officers only. With the sacrifice of time spent on problems of command decision and concentration on staff functions and techniques, this transition was accomplished. To have made the transition smoothly, even with a modification in specifications for the output, was no less a feat. The mission of producing large numbers of trained staff officers quickly was urgent and necessary. This mission the Command and General Staff School accomplished.

Although not exactly typical since it was a small class, a description of the Second Special Class will illustrate the changes which were made by the Command and General Staff School to meet the national emergency. The experience of this class of approximately 140 members was at least similar to all 27 of the Special Classes held before and during the war.

THE SECOND SPECIAL CLASS

In February of 1941 Leavenworth retained much of its traditional aura for the student. Most of the officers arriving to take the course felt the ghostly breath of generations of graduates upon their necks. Despite the fact that this was a shortened course, there was hardly one who did not feel a thrill of pride that came with selection to attend Leavenworth. Neither were there many who failed to feel the trepidation that they might not measure up. Especially the Regular Army officers felt that they were

on their nettle. Undoubtedly, this mixed feeling of satisfaction and uneasiness which it is able to impart to its students, more by being than by design, is one of the attributes of the Leavenworth system. Other great institutions achieve similar results by long and distinguished academic service. Probably Princeton and Yale and certainly West Point are able to produce the same effect. But none exceeds the motivation Leavenworth has been able to impart to its students.⁵ ⁶

An outstanding feature of the school was the status it was able to give to the student. From the minute he reported in at the information desk where Sgt Wendell O. Yount was on duty, the student was made to feel that he was important and that he belonged to a great and "going" concern. Everything was done for the student. His baggage was picked up and delivered. He was directed to his quarters already marked with his name. His bed was made and ready, his student equipment was issued quickly. If he had any unanticipated wishes Sgt Yount could and did go a long way toward solving them.

Not only was everything possible done to fill his personal needs, but he was made to feel that the Post and school existed only to facilitate his primary mission; that is, his graduation as a trained staff officer. Instead of being a despised but essential component of the school and community, the student was recognized for what he really was, the school's only excuse for being. In such an atmosphere the student was free to devote his maximum effort to his one important task, that of academic excellence.

Excellent living accommodations were provided. Students lived four to a unit, in spacious modern apartments formerly housing entire student families. Orderly service was provided, shoes shined, beds made, and laundry sent. Ice boxes and stoves left in these apartments facilitated preparation of a snack or drink. This

⁵ Orville L. Eaton, *Analytical Study of Methods of Instruction at C&GSS*, (Fort Leavenworth, Kans, 1946). "Student officers were engaged in solving problems that appeared challenging to a degree seldom achieved in civilian educational institutions."

⁶ *Survey of Educational Program C&GSC*, Fort Leavenworth, Kans, 1947.

"It was apparent to the commission from the start that the College is permeated by an exceedingly high level of professional interest and spirit of cooperation."

was especially convenient after study in the evenings and after the last class on Saturday morning.

Students ate in the vast polished dining room of the newly completed officers' mess. Busses were provided for transportation to meals but many students walked for the exercise. Walking was desirable because of the sedentary academic life and the excellence of the cuisine which threatened waistlines. However, the bitterness of the Kansas February occasionally made the dash across the snowy gulch to the mess excruciatingly uncomfortable and even hazardous.

Students were generally seated at 10-man tables. At one such table was Clark L. (Nick) Ruffner who was later Gen Richardson's Chief of Staff and who now commands the 2d Infantry Division in Korea. Under the careful eye of Mrs. Mella, who has probably provided meals for more officers than any other Army hostess, they were served with appropriate decorum by uniformed waitresses. Meals were exceptionally good and made the compulsory exercise periods entirely in order. Especially the evening meal was apt to be full of banter and tales of scholastic misadventure. The welcome gaiety was prolonged as long as possible in anticipatory dread of the onerous routine of nightly study which commenced at 7:30 PM.

A typical day saw the student up before daylight with the sounding of first call on the post bugle. A shower, a shave, and a dash to breakfast in the dawn came next. Back from breakfast there was time to glance over an unfinished assignment before grabbing a bulging brief case for the hike uphill to Grant Hall and the 8 o'clock class. A morning session of three conferences (lectures interspersed with questions) featured three 10-minute breaks. There was welcome coffee with real cream during these breaks in the basement coffee shop. Such a morning found fingers sore from taking notes.

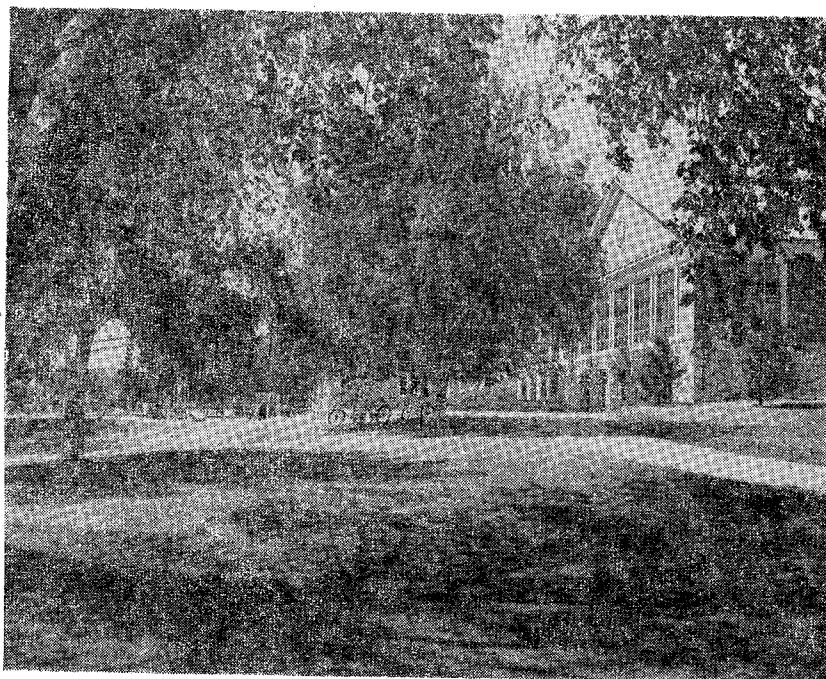
The conferences varied in quality with the instructor. However, students were kept ingeniously on their toes by questions scattered irregularly throughout the lecture. The instructor for instance, would say "How does this action illustrate the second principle of war?" Then, after everyone was quite awake and holding his breath, "Capt Jones." Regardless of the answer, the instructor invariably responded

"Thank you very much" and almost immediately proceeded with his discourse. The majority of the instructors, moreover, were enthusiastic and well qualified. Surprisingly, however, there were a few poor instructors. It should not be possible to have a poor instructor at Leavenworth.

There were certain instructors regarded by the students as the first team. Many of the names are readily recognized as those who later attained high position. Among them were officers like: Lt Col J. R. Dean, Lowell Rooks, J. R. Sheetz, Leo Donovan, and the little Medical Officer, Guy Denit.⁷ Also, Maj Reuben Jenkins,

Another interesting teaching device was the map exercise. With the tactical situation illustrated on tremendous maps mounted on sliding wall panels, the students were able to follow the progress of the action. When a new situation was required, another set of panels was slid out to the center and the old ones pushed back into recesses. Positions and units were represented by colored cardboard rings or squares called "dollies." Boundaries were marked by red or black tape. Many ingenious invisible strings were often used to make almost instantaneous changes in the situation.

One of these methods of revealing only a de-



Officers' Mess.

C. A. Pyle, and Capt W. K. "Weary" Wilson the engineer were student favorites. One of the armored enthusiasts became noted for his description of an armored assault which was pushed home "even to the clash of tank against tank." These officers used to put on a dramatization of a division command post to illustrate proper staff procedures. Their performance would have done credit to professional actors. This series of skits has been used so many times at Leavenworth it is known popularly as "Tobacco Road."

⁷All became general officers. Gen Dean served as Ambassador to Moscow after Gen Bedell Smith.

sired portion of a chart at a time was clever. The instructor covered his chart with paper strips and removed them as he made in his talk the various points appearing on the chart. This became known as the "strip tease" method. One Saturday afternoon a group was invited by a wag of the class over to his quarters. When they arrived the prankster conducted a mock class. In it, with great dignity and all of the classroom tricks which had become so familiar, including questions and "Thank you very much" he widely caricatured the faculty. Among other things he employed the "strip tease" method discoursing in true instructor fashion except

that his subject was, as you may have guessed, not a chart, but a luscious picture.

The afternoon session at least for the first month, involved further conferences. Furious note taking and more coffee helped ward off that after lunch drowsiness. Classes were out in time for an exercise period in the afternoon. Although students were given their choice as to what kind of exercise they took, they were required to sign certificates that they had taken the exercise. When the weather was good there was golf, and for bad weather, there was bowling at the YMCA or riding at the large riding hall or any one of several smaller ones.

Immediately after dinner everyone went home to study. Students were provided with desks and wall boards for maps. Study assignments were always more reading matter than it was possible to cover and often involved problems of practical work. One of the characteristic features of the school was the tremendous volume of printed material, maps, and overlays which were issued. Since the overlays were on tissue paper the students would jest: "Issue the tissue." Filing and co-ordinating this volume of miscellaneous information would have been a mechanical problem if no effort was made to absorb it. Students often said it was like drinking at a fire hydrant. By 11:30 most students were in bed.

By the second month examinations had been encountered. Students were graded on samples of their work taken unexpectedly. They were given code numbers which they entered at the top of their papers instead of their names whenever work was graded. There was always a sinking feeling when the instructor announced, "The next requirement will be solved as individual work. At the end of the period you will be told whether to put your name or your code number on your paper." These graded requirements were called "spots."

Papers were graded and returned to the student boxes. Each student had a box assigned him where instructional material and information were delivered. On days when examination papers were returned there was always curiosity and often anxiety as each approached his

box. Grades given were A for excellent, S for satisfactory, and U for unsatisfactory. Although numerical class standings were kept by the school they were not announced.

One of the most famous Leavenworth examinations was the problem of decision. Here the student in the role of a commander is faced with a certain tactical problem. He is required to make an estimate of the situation considering all of the factors in the problem. The situation may call for an attack, a defense, the crossing of a river, or any conceivable maneuver. Having considered and evaluated all of the facts bearing on the problem, the commander makes his decision. The grade a student gets on this type examination depends to a great extent on logical thinking and arrival at a workable decision.

Another means of testing student decisions and staff functioning was by the map maneuver. In a map maneuver the student is a commander or staff officer of an army unit in combat. The enemy is represented either by umpires or by another student unit. This war game proceeds realistically with decisions rendered by umpires taking the place of bullets. The final problem was such a maneuver which began one day, lasted throughout the night and well into the following day.

Although the grind of study was in constant evidence, life was not all study. Occasionally there would be time to sit around and swap experiences. A great addition to any such gathering was James Warner Bellah, novelist and writer for the *Saturday Evening Post*. By Saturday noon the students were ready and encouraged to relax. Some departed for weekends at the Muehlebach in Kansas City. A steak dinner at the old Savoy Grill was in order. Later they might visit the Southern Mansion, the Bellerive, or the Officers' Club at the Phillips. Also there was always a dance at the Officers' Club on the Post. Here it was pleasant to dance in the gay atmosphere of a military ball, laugh with the ladies of the faculty members, or gather in a group to sing around the piano after the dance was over.

"For seven long years I courted Nancy,
High-ho the rolling river. Ha! Ha!
I'm bound away for the wide Miss-our-ri."

CHAPTER IV

LEAVENWORTH DURING WORLD WAR II

There were 27 short courses held at Fort Leavenworth as a result of the wartime expansion. Starting with the First Special Class which opened in Grant Hall at 0900 November 30, 1940, they ran throughout the war and after.¹ The last special course, called the Twenty-seventh General Staff Course, graduated at the same hour in Gruber I on May 31, 1946. In between there had been many changes. The number of students had grown from 97 in the first class to a maximum of 1,080 in the Twelfth Special Class. The instructor complement had risen from approximately 50 to a peak of 142. The courses trained both air and ground officers. Starting with none in the first class the number of air officers rose steadily to a high of approximately 378. The number of air instructors on the faculty also rose from 2 to 41.

Beginning with the ninth class which opened July 11, 1942, a concurrent class was conducted for officers of the Service Forces.² On February 8, 1943, a third concurrent course was started for air staff officers. Accordingly graduates of the General Staff Class were awarded diplomas indicating their field of specialization as ground, air, or service.

With the start of the Eighteenth General Staff Course April 3, 1944, a new phase of specialization commenced. The Army Air Forces Course was divided into staff and air-service courses. The Army Ground Forces Course was broken down into general staff instruction according to type of unit the student came from or was destined for, i.e., infantry, armored, and antiaircraft courses. The Army Service Forces Course consisted of a service staff course and a zone of interior course.

Moreover, during the war years Leavenworth was host to several other miscellaneous courses.

¹ See chart, appendix IX.

² Historical Division, Department of the Army, *History of World War II*, has this to say: "In April 1942, G-3 directed the Commandant to submit recommended changes in the schedule to include an Air class and an armored class, due to the rapid expansion of these forces (WDGCT 352 C&GSS, 15 Apr 42). This directive was amended 12 May 1942 to include staff work peculiar to Zone of the Interior installations such as Corps Areas, Ports of Embarkation, and SOS in general (WDGCT 352 C&GSS 12 May 42)."

Most important of these were the New Division Courses, the first of which began February 14, 1942. These were 1-month orientation courses conducted for groups of several division commanders and selected members of their staffs. Classes were held in Pope Hall on the site of the first capitol of Kansas.³

According to plans for the activation of new divisions set up by Army Ground Forces, this orientation was provided as the initial step in activation.⁴ Concurrently with the orientation of the commanding general and the general staff at Leavenworth, the infantry elements were training at Fort Benning, the artillery elements at Fort Sill, and other elements at various special services schools. The assembly of the general staff at Leavenworth permitted a shake-down and get-acquainted period to the newly assembled group before the necessity of functioning for "keeps" was actually upon them. Selected by the War Department from their records, and drawn from widely scattered units all over the Army, these staffs got a chance to work together for 1 month. The new division instruction stressed staff work, planning, and team play of actual division staffs under the eye of their own commander and chief of staff as well as guidance by the faculty. Fifteen new division courses were conducted.

Another important special course was conducted for the Army-Navy Staff College (AN-SCOL). This course for the Army-Navy Staff College was unique in several ways. First, its students were drawn from the Army, Navy, Marine Corps, Air Corps, and State Department. In addition, the class went to school in a different locality for each phase of the course. Leavenworth was charged with presenting a 1-month course for the Army phase. Transported to this famous Army school in the heart of America, the students of other services were able to drink from the very fount of Army doctrine. Approximately 164 instructional hours of learning "how the other half lives" was a

³ See appendix XVIII.

⁴ Historical Division, Department of the Army, *The Army Ground Forces, The Procurement and Training of Ground Combat Troops*, p. 435.

sound foundation on which to base the inter-service cooperation which was fundamental to the course. Many were the evening gatherings for Exchange of Mutual Information (EMI) at ANSCOL! This ability to discuss each other's problems and to arrive good-naturedly at an understanding was typical of the interservice cooperation which made the American armed forces invincible in World War II.

There were other courses too. Several courses were conducted for the orientation of American businessmen, journalists, and industrialists. Men like Roy E. Larsen, President of *Time* magazine, Philip K. Wrigley, President of Wm Wrigley Company, Chicago, and Irving S. Florsheim of the Florsheim Shoe Company were invited to attend. Undoubtedly, the contribution of these orientation periods to the understanding and appreciation of these prominent civilians of the problems and methods of the military was substantial. The return in support and increased effort by the civilian activities and concerns represented by the orientees can well be imagined.

Another series of courses was conducted for officers from Latin America. There were special brush-up courses to enable our southern neighbors to enter readily the regular classes. There was one series of courses especially for the officers of the Brazilian Army. At least nine South American countries were represented in the Latin-American courses. Later all non-English-speaking allied nations were included.

While foreign countries had sent students to the Command and General Staff School since 1908, no special provisions had been made for students from other countries until 1943.⁵ At this time Brazil offered an expeditionary force to fight alongside of the allied forces. In preparation for this expedition, arrangements were made for sending Brazilian officers to Leavenworth for training. The first group of 12 arrived in July 1943 and was given a 1-month course. A second contingent of 25 Brazilian officers was given training in October and November of the same year. A third group of 16 was trained in February and March of 1944.

⁵ Memo from Col H. B. Enderton, Chief of Allied Officers' Section, January 23, 1951. Australia, Belgium, Bolivia, Brazil, Canada, Chile, China, Colombia, Czechoslovakia, Ecuador, France, Great Britain, Guatemala, Peru, Poland, Philippines, Union of South Africa, Uruguay, and Venezuela sent students.

These officers took a special course conducted in Portuguese and French. They returned immediately afterwards to their country not attending the general staff classes as did later allied students.

In August of the same year a pre-general staff course was arranged for Latin-American officers. This course was designed to assist the allied officers by orienting them on American military language, organization, and technical terms. After completion of this short orientation course, the allied officer then was able to join one of the regular courses. Lt, later Capt J. T. de Araujo was charged with the important work of facilitating the studies of these students. Lt Col J. W. Morgan, (now Brig Gen) who was also class director for the ANSCOL Class was in charge of the general staff phase of their instruction. The training and indeed the impression of the United States instilled in these officers belonging to the armies of our allies were yet another test imposed upon Leavenworth during wartime. By May 1946 approximately 700 Allied Officers had attended the American Staff School.

The strangest course, however, was conducted at Sherman Field adjacent to Fort Leavenworth. Here 450 Netherlands East Indies cadets were trained in basic flying during the summer of 1942. Another unique course was a special post-graduate course conducted for Philippine officers destined for Philippine Army divisions earmarked for the invasion of Japan.

The details of all of these courses are covered in the Comprehensive Survey, Command and General Staff School, Wartime 1940-45, with appendixes, which is on file at the Command and General Staff College Library.

THE WAR YEARS

The Third Special Class was about half over when Gen Gruber, the Commandant, died suddenly.⁶ This gaunt, intelligent soldier saw the conversion to the wartime mission well started. Leavenworth was lucky to have had a man of the restless drive, the impatience with inefficiency of "Snitz" Gruber at this critical period. The Army had much for which to thank this fine soldier. Among other things, he gave it the famous field artillery song, "The Caissons Go

⁶ General Order 16, Headquarters Fort Leavenworth 1941, the funeral took place June 2, 1941.

Rolling Along." His body was borne on one of those caissons in his funeral on June 2, 1941, and he was laid to rest in a soldier's grave in the National Cemetery on the post. That he was loved and respected by his command is evidenced by a memorial plaque to Brig Gen E. L. Gruber in the Post Chapel and a monument to him at the junction of the Hunt Lodge Road and the Ridge Road.

Gen Gruber was succeeded as Commandant by Brig Gen H. H. Fuller.⁷ Gen Fuller assumed command of the school and Post on June 24, 1941. The Third Special Class had graduated just 4 days previously. The Post had been commanded for a short interim period by Col Converse R. Lewis, commandant of the US Disciplinary Barracks.

Gen Fuller was an active, restless man. He made speeches of welcome to the class and on his observations while in France. He was military attaché to that country prior to his assignment to Fort Leavenworth. He had watched from the American embassy the victorious German Army march into Paris. From his observations, Gen Fuller drew lessons which he passed on to the student officers. The Commandant, moreover, was interested in improving the Post itself. For one example, he supervised the construction of a levee to prevent the flooding of the airfield during high water periods when the Missouri overflowed its banks.

Gen Fuller's tour of duty, however, was brief. Early in 1942, he was ordered to combat duty in the Pacific. His place was taken by Maj Gen Karl Truesdell who assumed command on March 5, 1942. This was shortly after the arrival of the Seventh Special Class. It was General Truesdell who carried the burden of conducting the school during the trying period of the war years.

There is no doubt that Leavenworth had already been prepared for the task. Long and strenuous years of thought and preparation had built a system which was equal to the terrific tests of war. In addition, the difficult conversion to wartime acceleration had been made. Nevertheless, assuming command during the Seventh Special Class, Gen Truesdell saw 18 classes graduate during his regime. He saw the student body increase two and one-half times

and the faculty increase by two and a third. His was the responsibility of fitting the courses offered by the school to meet the changing demands of combat and of a major War Department reorganization. Courses were designed and conducted to meet the needs of staff officers for Army Ground Forces, Army Air Forces, and Army Service Forces.

July 1942 was a busy month at Fort Leavenworth. Col James C. Marley, Field Artillery replaced Col Lewis as Commandant of the US Disciplinary Barracks; and instead of one special class there were two. On July 11th an additional class for service officers was inaugurated. The new class was known as the Zone of Interior Course. It was designed to train officers for staffs of service commands in the United States, oversea communications zones, and other assignments typical of duty with the newly organized Army Service Forces. Instructors of the General Course which ran concurrently were also used to present pertinent subjects for the new course. Approximately 50 officers attended this first course which was renamed the Service Staff Course.

The special classes, now expanded in scope to instruct both ground and air staff officers, also changed. Along with G-1s, G-2s, G-3s, and G-4s of the ground staffs were trained A-1s, A-2s, A-3s, and A-4s for air staffs. With emphasis on new weapons specialized instruction was presented by arm; i.e., air, armored, infantry, antiaircraft, and airborne. Classes were given 1 week of general orientation subjects together. They then received 3 weeks of staff functions and techniques. After this preliminary they were given 5 weeks of specialized instruction according to arm of service. By November 21, 1942, it was necessary to hold graduation for the Tenth Special Class in the Theater while two other classes were graduated in Andrews Hall. Soon after, on November 30, the Eleventh Special Class and the Third SOS Class assembled in Gruber Hall for a joint opening exercise.

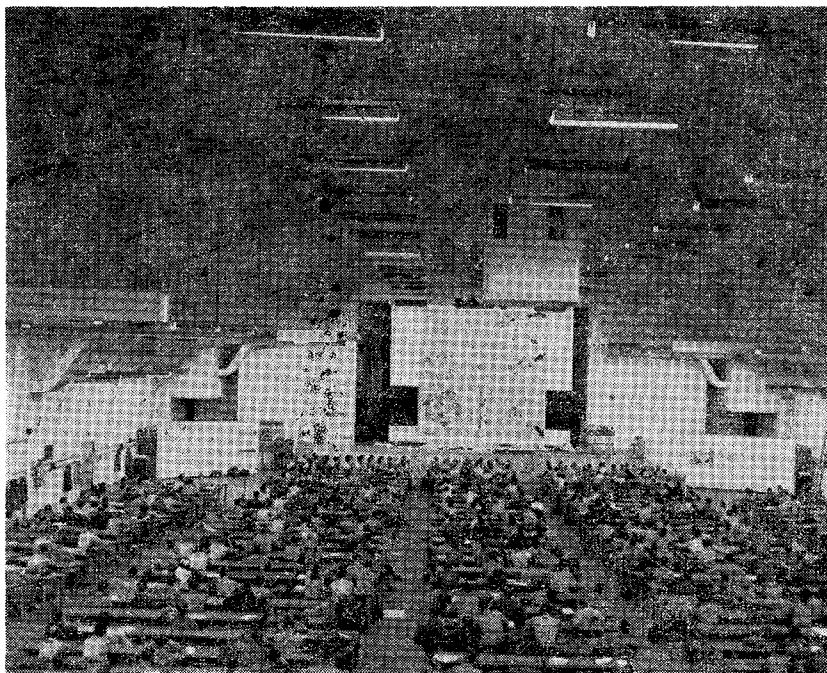
Gen Truesdell was constantly alert to the mission and requirements of his great school. He concerned himself with a new marking system, age-level of students, excessive number of failures, and the fact that classes were too large. He was also concerned that with the jockeying for position of the reorganized air,

⁷ See appendix V, List of Commandants, Command and General Staff College.

ground, and service forces, the special status of the school as a special agency of the War Department would be lost.⁸ He was ready with regulations and studies to defend the position of the school as a special category installation under G-3 of the War Department General Staff. His notes cite the position of the school as similar to the Army War College which traditionally reported directly to the Secretary of War.

retary to the General Staff, made up the inspecting party and took part in the conference. Gen Truesdell, Col Shallenberger, Col Nalle, and Col Pashley represented the school.

The conference opened with an air of hostility with Gen McNarney reading certain data from a special report on the school by Virgil Peterson, the Inspector General. The report alleged that the school was overexpanded, that quality was being sacrificed for quantity, that



Wartime class in Gruber Hall.

An event of unusual importance took place January 4-5 of 1943. A group of very high ranking officers from various offices of the War Department visited Fort Leavenworth for an inspection of the Command and General Staff School. Lt Gen Joseph T. McNarney, Deputy Chief of Staff of the Army; Gen Edwards, G3 of Army Ground Forces; Gen White, G1 of the War Department General Staff; Gen Bull, Commander of the Replacement and School Command of Army Ground Forces; Col McGaw of G3, Army Ground Forces; and Col Nelson, Sec-

the course was too specialized, that students' ages and qualifications were not correctly established. It spoke of failure to use the graduates of the school and complained that even the mission was incorrect.

They proposed drastic remedial measures. One proposal was to separate the air and the ground instruction. Another was to lengthen the course to 3 months. Still another was to decrease the number of students. They further wanted to eliminate the air officers' course. Gen Truesdell in rebuttal showed them the entire plant in operation, the huge general staff class assembled in Gruber Hall for instruction and 16 groups of the SOS Course working on a map maneuver relating to the zone of interior. Their minds were completely changed by what they saw. Their view of the school in full operation, together no doubt with the attitude and sound

⁸ Memo, Col Dana Schmahl, Secretary, to Commandant, subject: "Jurisdiction of C&GSS," dated May 8, 1943, Truesdell file, Historical Division DAGS, *History of World War II*, states: "On the reorganization of the War Department, in March 1942, the Command and General Staff School was placed under the jurisdiction of the Commanding General, Army Service Forces, except for supervision of curriculum and doctrine, which was given to the G-3 Division, War Department General Staff."

presentation of the Commandant, convinced them of the high caliber of the job being done. In fact, when a letter directive to the Commandant was issued next day by Gen McNarney there was little of change in it.⁹ The directive simply clarified the mission, lowered the age limit, and confirmed the status quo commanding the need for Leavenworth training in both staff and command assignments to the entire command. It further insisted that quotas not be filled if qualified officers were not available to send to the school.

This was a great victory for the school. It was a vote of confidence for the Commandant and faculty. If this group of officers had not been convinced of the job that was being done, great changes might have been made in the system to the great detriment of the Army and the Air Force and consequently to the Nation. As Gen C. R. Huebner, Director of Training, SOS War Department, said in a telephone conversation with Gen Truesdell on January 6, 1943, "They came out with blood in their eyes." After the directive of January 6, however, Leavenworth was able to continue uninterrupted to grind out in quantity its essential quality product.

The Commandant made many trips to Washington in the school's interest. His businesslike agenda cross-referenced and containing Pentagon names, telephone numbers, and room numbers was indicative of thoroughness. A sample from one of these agenda, January 6, 1943, follows: To Gen Weible of Military Training Di-

⁹ Historical Division, WDGS, *History of World War II*, states the following: "On January 6, 1943, the Deputy Chief of Staff, General McNarney, issued a directive to the Commandant, Command and General Staff School, giving the school the following mission: 'To provide basic General Staff training to meet the requirements of divisions, corps and similar units, both air and ground.' (WDCSA 352 (6 Jan 43)) This directive established the length of the course, its scope, the qualifications of students, etc."

¹⁰ In addition to talking, Gen Truesdell wrote many letters. The subjects of these letters are self explanatory:

October 13, 1942	General Staff Positions for the Faculty
June 19, 1943	
May 2, 1945; to War Department	
January 18, 1943, to CG, SOS, Washington, D.C.	
March 8, 1943, to Maj Gen Stratemeyer, Chief of Air Staff	General Officers as Assistant Commandant and Deputy
December 1, 1943 to ACofS, G3, Washington, D.C.	Replacement of Air Force Instructors
December 3, 1943 to CG, Army Air Forces	WAC Officers as Students (16 additional to the 17th General Staff Course)
December 4, 1943, December 4, 1943 to ACofS, G3, Washington, D.C.	Rotation of Instructors
	C&GSS, Liaison Officer in Washington Instructors Overseas Policy (118 instructors, only 1 with overseas experience)

vision, Army Service Forces, and Gen Catron he talked about a WAAC school company. He cited the need for additional instructors and arranged for release of others. Need for enlisted men for the school detachment was discussed. He inquired as to feasibility of sending three instructors to the Southwest Pacific as observers. He discussed the new marking system and the necessity for tightening up the quality of students.

Gen Truesdell called on Gen McNair, Chief of Army Ground Forces at the War College to discuss the course for New Divisions. While there he discussed personnel problems with Gen Bolling, Ground Forces, G-1. The notes he made after the McNair conference are interesting and indicative: "c. Air Support—McNair is much concerned over US deficiencies in this connection." What a stern commentary is this from the brilliant soldier whose death was caused by this very deficiency!

"d. Use of TD (Tank Destroyers)—McNair at complete variance with Bruce in connection with TD as tanks."

Another startling entry from these notes which shows clearly the imagination and initiative of Gen Truesdell is: "G-2 turns down request for Russian officer on faculty. Was of the belief he would not be free to disclose Russian tactics and operations. OK by me."

Back in the Pentagon he discussed various personnel problems with Gen Reynolds. He saw Somervell, McNarney, and Marshall. He discussed with the Air Forces student qualifications, new instructors, and curriculum. He tried to get Gen Arnold as a graduation speaker. He talked of a Joint US War College. He spoke with Gens Hanley, Harper, Bevans, Edwards, Frank, and Fairchild. In Operations Division (OPD) he talked with Gen Handy and Hull on Command and General Staff School doctrine.¹⁰

Gen Truesdell on these trips was continually searching for changes in instruction which would make his product more useful to the users. He was alert to trends from the theaters which would indicate need for alterations in doctrine and teaching. He discussed these matters with those in the highest places. Nor did this farsighted officer neglect the means to impart this doctrine. The Commandant was ever on the lookout to improve his faculty or to enhance their experience by trips to the war fronts. On this particular trip he asked that wounded officers with combat experience be assigned for duty with the faculty.

On July 31, 1943, in a ceremony held at the Polo Field at 2 o'clock in the afternoon, Gen Truesdell presented a Silver Star Medal posthumously to the father of Pfc Joseph D. Eismont.¹¹ This is the first ceremony recorded of presentation of World War II decorations of many held at Fort Leavenworth. Soon after this, on September 29, 1943, a presentation was made of a Silver Star Medal to Lt Col William A. Cunningham, a member of the faculty, for gallantry at El Guettar.¹² This ceremony is significant since it indicates the success of Gen Truesdell's efforts to obtain combat-experienced officers for his faculty. Another interesting presentation was that of a Legion of Merit made by Col Martin C. Shallenburger, Assistant Commandant, to Lt Col Chandler H. Johnson, US Marine Corps for meritorious achievement at Tulagi, Guadalcanal, and the Solomons.¹³ Thus by the return of student and faculty alike and the recognition of deeds of service and heroism in far-flung, foreign places, here on the plains of Kansas was Leavenworth kept ever mindful of her task. How in keeping with her fine tradition of service to the Nation was this award to a student member of a sister service.

One of Gen Truesdell's efforts to ensure maximum usefulness of his great school was a trip he made himself to the European Theater.¹⁴ On this trip he travelled 19,203 miles and visited

England, North Africa, and Italy. His itinerary included visits to G-3 and other staff sections, the Commanding General and Chief of Staff at Headquarters, European Theater of Operations. A visit with Gen Bradley at First Army Group, and conferences with Gen Eaker of the Eighth Air Force as well as with Gen Knerr of Eighth Air Force Service Command were included in his itinerary. He conferred with Air Marshal Drummond of the British Joint Staff Mission and was taken to the Bomber Command Headquarters at High Wycombe. Other visits were made to Gen Breton's Air Support Command, to the British War Office, and to American and British schools including the British Staff School at Camberley. He saw Gen Noce and Hildring and had supper with Gen Leonard T. Gerow, then Commander of V Corps, who later succeeded him as Commandant at Leavenworth. Wherever he went he discussed the school, its graduates, and the needs of the fighting troops for staff officers. He found that the demand was never equalled by the supply. He also learned that the Air Force need for trained staff officers was even greater than that of the Army.

A liaison officer from the Command and General Staff School was stationed in G-3 in October 1943 for the purpose of providing a constant flow of up-to-date information and to give assistance to other agencies in Washington. Rated as an assistant executive of the school this officer was in daily contact by telephone with the Command and General Staff School. The major commands were notified by memorandum from G-3 of this action on October 5, 1943.

On February 15, 1944, Gen Truesdell figured the capacity of his school as follows:

For housing—1,267, considering the capacity of apartments on Pope and Doniphan at 72 and those on Kearney between 53-58 and 69-72.

For messing—1,504;	
at McClellan Mess	284
at Student Officers' Mess	700
at Officers' Mess	320
at Post Exchange Restaurant	200
For instruction—2,850;	
Pope Hall	300
Stotsenburg Hall	150
Grant Hall	100
"240"	200

¹¹ General Orders, Headquarters Fort Leavenworth, Kans, 1943.

¹² General Orders No 35, Headquarters Fort Leavenworth, Kans, 1943.

¹³ General Orders No 40, Headquarters Fort Leavenworth, Kans, 1943.

¹⁴ Memo, Headquarters, European Theater of Operations, subject: "Visit to ETO," October 27, 1943, Truesdell file. Trip lasted from October 25 to November 5, 1943.

Sherman and Sheridan	200
Gruber 1	850
Gruber 2	400
Andrews 1	450
Andrews 2	200

On March 19, 1944, upon the recommendation of the Commanding General, Army Service Forces, G-3 approved the establishment of a 5 weeks' special course to begin April 3, to train Army Service Forces officers for staff duty within the zone of interior.¹⁵ (Later changed to Army Service Course of 10 weeks.)

In March 1944, G-3 authorized an increase of Air Force instructors at the Command and General Staff School in order to adjust the instructional load carried by Air Force instructors.¹⁶

Infantry Day was celebrated by this Post on Thursday, June 15, 1944, soon after the graduation of the Eighteenth General Staff Class. A short time thereafter McNair Hall was named in honor of Lt Gen Lesley J. McNair, former commandant who was tragically killed in action. This building like many others on the Post was converted for classroom use to house the expanded student body. McNair Hall was formerly a barracks. Gruber Hall, named for the redoubtable "Snitz" Gruber was a riding hall turned into perhaps the largest classroom in the world. Muir Hall, which was also named in 1944 for Maj Gen Charles H. Muir, Commandant from 1919 to 1920 was once a stable. Andrews Hall, built on the model of the large cantonment-type recreation buildings, was named on January 17, 1945, in honor of a 1929 graduate, Lt Gen Frank M. Andrews. Pope Hall, situated just south of the US Disciplinary Barracks, occupied the site of the first capitol of the State of Kansas. Governor Andrew H. Reeder of Kansas presided here October 7, 1854. A commemorative bronze tablet was placed at the right of the doorway to Pope Hall to recall this fact. It was donated by the Colonial Dames of America who dedicated the plaque on May 23, 1941.¹⁷

Another effort to fit the output of Leavenworth to actual needs is worthy of note. On

June 26, 1944, Gen Truesdell had a study made of the assignments of graduates to armies, corps, and divisions in the United States and overseas. This study was followed by a more complete one on August 26, 1944. Addressed to the Assistant Chief of Staff, G-3, of the War Department General Staff, this study recommended: that unit quotas, especially Air Forces, be increased and that all theaters be urged to take advantage of increased quotas. It was found that units overseas longest and Air Forces units in particular, were short of Leavenworth trained staff officers. This is somewhat astonishing in light of the fact that at that time 8,359 post Pearl Harbor graduates had been trained by Command and General Staff School. Ever alert to determine the need for and the use to which his product was being put, Gen Truesdell made a continuing study of the matter. On his trips to the theaters of operations, he consulted commanders on their needs as to quantity and quality. In August of 1944 the Commandant had a survey made of the positions filled by the 8,359 graduates of the Command and General Staff School since Pearl Harbor. This survey was painstakingly assembled after contacting every division, corps, and army headquarters and similar air force commands. Each was asked for data on the use of graduates and the need for additional graduates.

This survey revealed that—

In the 8 armies the proportion was 368 graduates to 1,457 nongraduates on the general and special staff.

In the 24 army corps, the ratio was 429 to 961, almost one-half.

In the 85 divisions, the ratio was 703 to 1,135, considerably better than half. In addition, there were 1,123 graduates in the divisions occupying command positions.

These figures are even more surprising when it is considered that among nongraduates are included all lieutenants and others ineligible for general staff training.

Of the 6,176 possible positions in division, corps, and armies, 2,623 were filled by Command and General Staff School graduates.

The study further concluded that there was a need for trained graduates as follows:

Air	Ground	Service	Overhead	Total
2,828	2,984	1,939	4,000	11,751

¹⁵ Historical Division, DAGS, *History of World War II*, quote WDGCT 352 C&GSS, 4 March 1944.

¹⁶ *Ibid*; WDGCT 352 C&GSS, 16 March 1944.

¹⁷ See appendix XVIII.

Recommendations were made to increase quotas, especially for air students to meet the anticipated requirements.¹⁸

Another recommendation was made that return of students from units overseas be facilitated and that upon graduation they be quickly sent back to their units.

This study was significant for several reasons. First it gave a clear picture of the need faced and the great contribution of the Command and General Staff School toward meeting that need and toward the successful prosecution of the war. Second, it showed the tremendous task faced by the school in producing such quantities of trained graduates in a relatively short period of time. Last it showed the great appreciation of Gen Truesdell of the problems he faced and the steps necessary to solve that problem. Here is a man who did not wait to be assigned a task. He went out looking for it; and having found the true proportions of the job to be done, he more than exceeded the exacting requirements.

Before the end of 1944 plans were being made for the postwar Command and General Staff School.¹⁹ On September 8, 1944, the Commandant had a study prepared which was forwarded to the Director, Special Planning Division, War Department General Staff. The proposal was to continue short 10 to 16 weeks General Staff Classes for air, ground, and service officers to provide basic general staff training at the division level. The second part of the plan was to create an advanced General Staff Class, a postgraduate course of selected graduates of the General Staff Class. Gen Truesdell did not get to see this special project of his placed in effect. His plans for the First Command Class as this advanced course was called were readied August 20, 1945, for its conduct October 1, 1945, to February 28, 1946.

Gen Truesdell was a staunch advocate of the attendance of Allied officers at the school. Appreciating the value in good international relations which their attendance gave to the United States, he did everything he could to make the tour of these officers at Leavenworth

pleasant and profitable. The creation of the Allied Officers' Section, for example, established a unit in the school organization to assist the Allied officers who were sent here by our neighbor nations. The many graduates of Leavenworth who have returned yearly to their homes are among our best ambassadors. This fact, of course, does not take into account the tremendous reciprocal value of the knowledge these officers gain of American organization, doctrine, and methods. This knowledge will enable in the future the close coordination and co-operation which was exemplified in World War II in combatting an aggressor.

In furtherance of these good relations it was Gen Truesdell's intention to award Allied officer graduates a distinctive insignia.²⁰ On August 30, 1945, he proposed the adoption of a gold bordered, black, five-pointed star to be worn on the upper left pocket of the service coat. This device would have served as a badge of recognition for that evergrowing fraternity of graduates of Leavenworth among the officers of the armies of our allies. This suggestion has never received the approval of the War Department or the Department of the Army.

¹⁸ Letter to Commandant, subject: "Post War C&GSS," 7 July 1944 signed by Brig Gen W. F. Thomkins, Director Special Plan Division, WDGS, contained assumptions including: Attendance 45 percent Air, 30 percent Ground, 20 percent Service. UMT would be in effect. Courses would be shorter than a year.

There would be a Joint Army-Navy College. Letter C&GSS to WDGS G-3 13 November 1944, recommended establishment of a 5-month advanced course at once for 50-85 officers not under lieutenant colonel.

Memo WDGS G-3 to Commandant, 30 November 1944, C&GSS proposal not favorably considered since combat experience was deemed preferable. Return to long courses would be as soon as conditions permit.

Memo from Commandant to WDGS G-3, 21 February 1945, proposes an advanced General Staff Course.

Historical Division, DAGS, *History of World War II*, completes the sequence as follows: "In July 1945, G-3 recommended to the Chief of Staff some major changes in the courses at the Command and General Staff School. The General Staff Course was increased from the former ten weeks' course to sixteen weeks, effective with the 26th Class; a Command Class course, for specially selected officers, was established effective 1 October 1945; and the minimum grade of students was raised to captain. This was approved by the Chief of Staff on 2 August 1945, and War Department Circular No 239 was published on 7 August 1945 setting forth these changes. (WDGCT 352, C&GSS, 7 July 45)"

¹⁹ Letter, Truesdell to WDGS, G-3, subject: "Shortages of C&GSS Graduates," dated August 26, 1944, estimated 6,000 General Staff vacancies left in spite of graduating 8,359 post Pearl Harbor. Truesdell file.

²⁰ Letter to War Department, subject: "Insignia for Foreign Graduates," Indorsement by Gen Truesdell August 30, 1945. Truesdell file.

CHAPTER V

LEAVENWORTH AFTER WORLD WAR II

By June 7, 1945, certain units had won Meritorious Service Unit Plaques for their part in the war. The Armed Forces Induction Station and the Special Training Unit both of the War Department Personnel Center received theirs on the same date.¹ In July, two other units were so honored: The Medical Detachment of the Station Complement and the WAC Detachment.²

For a short period of time after Gen Truesdell left, the Post was commanded by an Air Corps officer. Maj Gen Otto C. Weyland, the Deputy Commandant, assumed command on October 22, 1945.³ Gen Weyland was a combat veteran who was assigned to Leavenworth as a result of the importunities of Gen Truesdell for assignment of a high ranking air officer to the faculty. His recognition of the necessity of close relationship between army and air made General Truesdell repeatedly insist on the necessity for such an air officer, preferably with combat experience. His requests for three general officer positions for the school, had borne fruit earlier with the assignment of Brig Gen R. C. Candee from the 12th Air Support Command, Brig Gen A. W. Pence from Naples Port and Brig Gen W. A. Campbell from 3d Infantry Division. These officers with Col Nalle made up the "murder board." They were directors of Air and Service courses and Assistant Commandant respectively.

Later the War Department assigned Maj Gen William F. Dean to the faculty. Gen Dean was especially selected to be director of the new Command Class. The caliber of this combat-proved officer was again demonstrated when he distinguished himself in 1950 in action in the defense of Taejon, Korea.

Lt Gen Leonard T. Gerow, distinguished veteran of the European campaign assumed com-

mand of Leavenworth, November 2, 1945.⁴ Soon after his installation as Commandant, Gen Gerow was designated as President of the War Department Military Education Board.⁵ Consisting of representatives of the air, ground, and service forces, all major generals, the board was directed to assemble December 1 at Fort Leavenworth to prepare a plan for the postwar educational system of the Army. The Gerow Board report submitted by this board formed the basis for an Army-wide reorganization of the Army school system. For the first time an integrated and phased system of education for all ranks and components of the Army was proposed. Implementation of this well conceived and thought-out plan was bound to increase the efficiency of the Army by progressive training of officers over a career period.

The inauguration of the Command Class in the latter part of 1945 was the fruition of Gen Truesdell's belief that a graduate-type school to top the school system was necessary.⁶ He had always felt the need for a broader approach to the educational objectives of the College. He had advocated the committee type method of study of problems. This seminar method was actually tried out with the ANSCOL classes. The course was designed for selected graduates of the regular course who would pursue advanced studies involving the higher echelons of Army and Air Force command. Studies included consideration of War Department organization and problems, strategic regional surveys, analysis of recent operations, and planning on a theater of operations scale.⁷ The first Command Class graduated in Grant Hall at 9 o'clock February 27, 1946.

⁴ General Order No 41, Headquarters, Fort Leavenworth, Kans, 2 November 1945.

⁵ Letter TAG Subj War Department Military Education Board 23 November 1945.

Membership: Lt Gen Leonard T. Gerow, Maj Gen William G. Livesay, Army Ground Forces; Maj Gen Donald Wilson, Army Air Forces; Maj Gen Stanley L. Scott, Army Service Forces.

⁶ Letter Gen Truesdell to Director Special Planning Division, Subject "Post War Planning C&GSC, dated September 8, 1944.

⁷ The Command Course lasted for 5½ months and ran concurrently with the general staff class.

¹ General Orders No 13 and 14, Headquarters, Fort Leavenworth, Kans, 7 June 1945. A plaque had previously been awarded to Command and General Staff School Detachment by General Order 8, 4 October 1944.

² General Orders No 21 and 22, Headquarters, Fort Leavenworth, Kans, 25 July 1945.

³ General Order No 37, Headquarters, Fort Leavenworth, Kans, 22 October 1945.

On May 29, 1946, the Command and General Staff School was redesignated the Command and Staff College. This action gave recognition to the variety of courses taught⁸ and the higher level of instruction, particularly in the Command Classes. The last of the wartime Special Classes, the Twenty-seventh General Staff Class, was graduated on May 31, 1946.

SURVEY OF THE COLLEGE

One of the significant actions taken by Gen Gerow as Commandant was to request a survey of the educational program of the College.⁹ The survey was made by a group of civilian educators selected by The Adjutant General of the Army. The request was made in a letter, June 4, 1946, from Gen Gerow to G3 of the War Department General Staff.

Observing the conduct of instruction and inquiring into the complex machinery of the College, the experts sought answers to the problem of improving operation. The scope of their investigation covered among other aspects the organization of the College, the curriculum, instructional material and methods, selection of faculty and students, and the student evaluation program. Their observations were made during three visits to the College, totalling approximately 1 month, between August and December of 1946. The results of the survey with recommendations on each of the major fields of investigation were published by The Adjutant General in February 1947. The document was called officially the "Survey of the Educational Program, the Command and Staff College, Fort Leavenworth, Kansas."

The membership of the board reflected high qualifications in the fields of education and psychology. Dr. Edwin R. Henry, chairman, held a PhD degree from Ohio State University and was an author and consultant on psychology. Dr. Mitchell Dreese was a PhD from Columbia University and a personnel consultant to the National Resources Planning Board. Dr. Harold A. Edgerton was another PhD and a professor of psychology from Ohio State University. He was also an author of several books on statistics and student academic progress

⁸ (Specialized courses in Personnel, Intelligence, Combined Arms, and Logistics.)

⁹ Letter Gen Gerow to ACofS G3, WDGS, Subject: Use of Scientific and Technological Experts at the Command and Staff College, June 4, 1945.

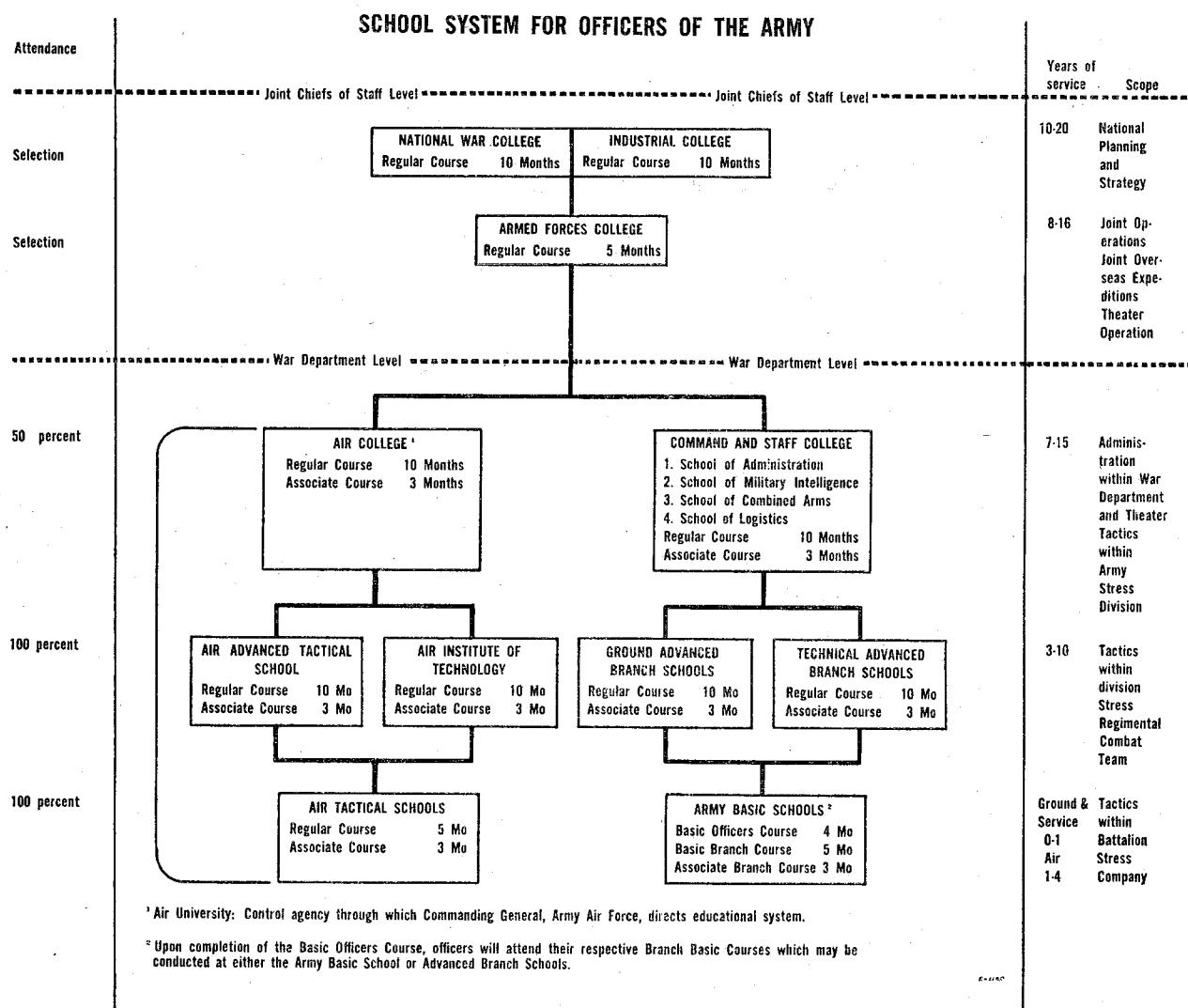
analysis. Dr. Jacob S. Orleans¹⁰ was a PhD and Phi Beta Kappa from Columbia University. He was a professor of education and an expert and author on educational tests and measurement.

While it was not practical to put in operation at once all of the recommendations of this highly qualified group, the study they made was of considerable value to the College. Especially in the fields of testing and evaluation of students were their findings and recommendations important. Many of these recommendations pointed the way to improvements which can be made and are gradually being made. One of their recommendations, for instance, was that permanent civilian educators be added to the College faculty. It was considered that such an addition would add continuity to a faculty, subject to the 3-year rotational change required by Army orders. In addition, the benefit of perspective and academic "know how" of professional educators would be available to the College. While this recommendation was not accepted in its entirety, a civilian educational adviser was obtained for the College. Moreover, this adviser was placed in a position of special assistant to the Commandant where his ideas and recommendations could be of maximum benefit and effect.

GEROW REPORT

The report prepared by the Gerow Board on the post World War II Army educational system was an outstanding contribution to the Army. The board, directed to prepare a plan for the postwar education of officers of the Army, worked out a comprehensive career program. The recommendations of this board approved by the Secretary of War with modifications on May 27, 1946, set the pattern for the educational system for officers of the entire armed forces as indicated in the attached chart. Prior to the approval of this report the career pattern for officers followed roughly a similar course. However, the variations of circumstances or of the policies of various branches resulted in little actual uniformity. The establishment of a definite career program objective was a great step forward in Army officer training.

¹⁰ Gen Gerow requested and obtained Dr. Orleans' assignment to the faculty as educational adviser.



The modification made in the Gerow Board Report by the approving authority specifically provided for a new organization of the Command and Staff College. The College was divided into four schools: Administration, Military Intelligence, Combined Arms, and Logistics. It further specified the break-down of the 41-week course into a common phase of 31 weeks and a specialized phase, prescribing subject matter by weeks and fractions thereof. This modification was made as an interim measure since the recommendation of the Board for establishment of a top-level school was not approved. Another interim proposal, that the General Staff train its own personnel by a short course in the War Department was likewise disapproved.¹¹

¹¹ Disposition Form D/P&A to D/O&T, WDGS 16 May 1947.

The faculty organization prior to the reorganization necessitated by this directive was quite simple. Under the Assistant Commandant were two instructional divisions. The first of these, the Staff Division, was divided into Personnel, Intelligence, Operations, and Logistics and was charged with preparation and presentation of instructional material relating to the functions of their designated general staff section. The second, the Command Division, was divided into Air, Ground, and Service and charged with conduct of integrated instruction in the tactical and logistical functions of complete staffs of divisions, corps, and armies and comparable air and communication zone staffs. (See chart, "Organization of Faculty, 28 February 1946, Appendix XIX.)

The opening exercises for the first postwar Regular Course, that of 1946-47, were held in

Gruber Hall September 4, 1946. This was a 10-month course which marked the end of the cycle of wartime short courses and the return to a more normal academic pace.

By the time the 1946-47 class reported on September 4, 1946 the new organization of the faculty was in effect. Under the Assistant Commandant of the College were the commandants of four schools: Personnel, Intelligence, Combined Arms, and Logistics. Each school had a commandant, assistant commandant, and a school director. The School of Combined Arms was charged with integrated instruction in tactical and logistical functions of complete staffs as was the Command Division previously. This school divided its functions among committees for: training and techniques, tactics and techniques-division, tactics and techniques-corps, army and amphibious operations, and field manuals and supporting arms. (See chart of Faculty Organization, 25 November 1946, Appendix XIX.)

Gen Gerow considered that the 3-year tour of duty of officers assigned to the faculty was too brief. He favored extending the tour of faculty members to 4 years to improve their usefulness.¹² Dr. Orleans in a report to the Commandant considered a change to a 4-year tour minimum and that a 5 to 8 year tour for key officers with consideration to permanent assignment of key personnel to obtain maximum faculty effectiveness.

Opening exercises of the 1947 Regular Associate Course were held January 6, 1947. Regular Associate Courses were held each year thereafter. These 13-week courses accommodated approximately 200 Reserve and National Guard officers and ran concurrently with the Regular Course. The curriculum followed roughly that of the Regular Course; however, its scope was limited to coverage at the basic divisional level rather than corps and army. Graduation for this first after-the-war Associate Class took place April 5, 1947.

Gen Gerow also concerned himself with the administration of his large garrison. He supervised the improvement of the facilities and management of the Officers' Club. This focal point of recreation and entertainment is particularly vital on a Post made up primarily of senior student officers and their families.

¹² Memo Gen Gerow to Gen Dean, Subject: Tour of Duty October 28, 1946.

The Commandant also was actively interested in the management and improvement of the post exchange. This local retail store is as essential to a military community as the corner drug store which performs a similar function in a civilian neighborhood. Gen Gerow took active steps to see that this facility functioned properly and spoke personally to Gen Walton Walker, then in command of Fifth Army, in regard to funds for alterations.

On May 2, 1947, a riot broke out at the US Disciplinary Barracks on the Post. The trouble started over the matter of racial segregation in the prison mess hall. A fight between the inmates started at about 8 o'clock in the evening. By 9 o'clock the guards had the rioting prisoners confined to two cell blocks. Manning fire hoses and threatening the use of tear gas, the custodial personnel invited the prisoners to surrender. When the invitation was ignored, a sufficient concentration of tear gas was built up in the open windowed cell blocks to wear down the resistance. The last group surrendered during the afternoon of May 3rd.

At this time the Separation Center on the Post was operating as a part of the Personnel Center to discharge Army and Air Corps officers and enlisted men due to the curtailment of the Armed Forces.

The 371st Army Band, formerly stationed at Camp Miles Standish, Massachusetts, took part in the various exercises and ceremonies at the Personnel Center and on the Post. Formerly designated variously as the Band, 20th Infantry, Command and General Staff School Band, the Station Complement, S.U. 1739 Band, the 354th ASF Band, and the 371st Band, this unit was redesignated an Army band on May 15, 1947.¹³

Another redesignation also was announced on May 8, 1947. The word "general" was added to the institution name to make it the Command and General Staff College.¹⁴

In the fall of 1947 several locations on the

¹² General Order No 14, May 22, 1941, announced February 9, 1942.

General Order No 39, November 1, 1943 General Order No 6, January 21, 1944, General Order No 7, April 15, 1946, General Order No 19, May 15, 1947.

¹⁴ General Order No 25, June 11, 1946 announced the name as Command and Staff College effective May 29, 1946.

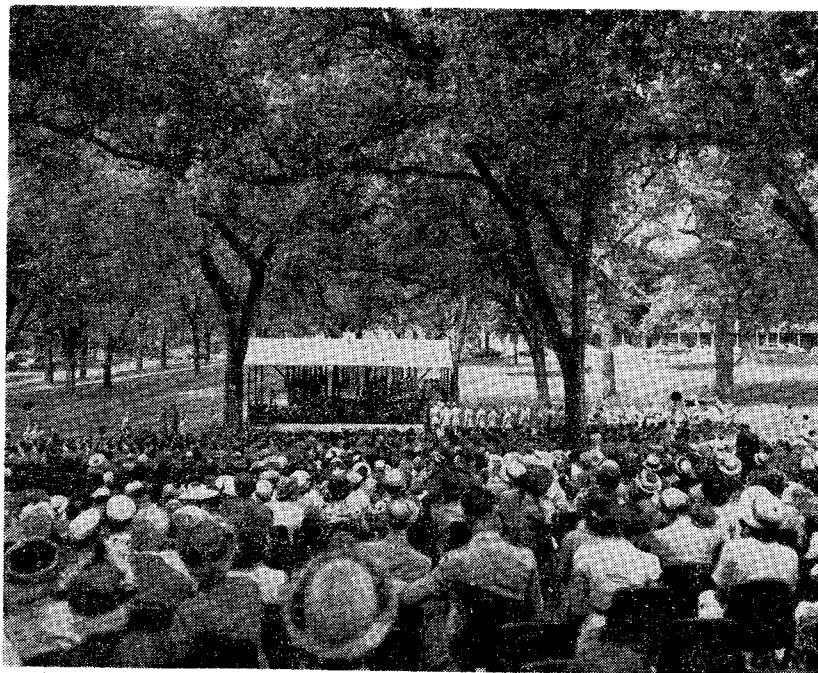
General Order No 16, May 8, 1947 changed name to Command and General Staff College effective April 25, 1947.

Post were given names officially. The 58-building student housing area to the south, east, and west of Highway 92 was completed and designated the Normandy Area after the famous operations of World Wars I and II.¹⁵ The area to the east known as East Normandy completed in November and December 1947 comprised 26 2-story brick apartment buildings containing 4 apartments each. At the same time the buildings of the Reception Center were converted into apartments for student housing. This addition added 232 apartments (sets of quarters) to the living accommodations of the Post. Also at this time Buckner Drive was named for Lt Gen Simon Bolivar Buckner,¹⁵ who was killed in action on Okinawa in May 1945. Stilwell Avenue was named for that redoubtable soldier of the China The-

GENERAL EDDY

Lt Gen Manton S. Eddy assumed command of the Post and College on January 11, 1948 succeeding Gen Gerow. This widely experienced corps commander of World War II was also a splendid administrator. He was especially adept at creating good will. He became, as other Commandants before him had, a highly respected and influential member of the community surrounding Fort Leavenworth. Relations between the Post and the city of Leavenworth itself were at an all-time high.

Gen Eddy presided at the graduation exercises for the 1947-48 Regular Class which were held in Sumner Place July 2, 1948. Brig Gen Harlan N. Hartness had arrived, just previously on June 4, 1948, to take over duties as Assistant Commandant.



Graduation exercises in Sumner Place.

ater, Lt Gen Joseph W. "Vinegar Joe" Stilwell.¹⁶ Rose Circle was named for Maj Gen Maurice Rose, 3d Armored Division Commander killed while leading his division near Paderborne, Germany, March 19, 1945; and King Avenue was so designated in honor of Maj Gen Edward Leonard King¹⁶ who was Commandant of the College from July 1925 to July 1929.

¹⁵ General Order No 31, September 12, 1947.

This beautiful park-like, grassy bowl shaded by arching elms is habitually the scene of graduations of the Regular Class, weather permitting. A speaker's stand covered with striped awning and decorated with greenery and the flags of all of the Allied Nations represented by the students in the Class, is located near the center of this former parade ground of Fort Leavenworth in the frontier days. To the

¹⁶ General Order No 33, September 26, 1947.

east in a large semicircle chairs are arranged for the class, the faculty, and their wives, and the large number of guests who attend the ceremony. Here Gen Lesley J. McNair addressed the last Regular Class to graduate before World War II; and there have gathered other Leavenworth classes to receive the accolade which only Leavenworth can give. Here is a fitting setting for an entrance onto the stage of our country's history by this select group. How well they have played their parts we shall endeavor to point out.

On February 4, 1949, the Secretary of the Army designated Gen Eddy as President of the Department of the Army Board on Educational System for Officers.¹⁷ One of the primary missions of this board was to determine whether or not an Army War College should be included in the Army School System. With the implementation of the National Defense Act of 1947, the Department of the Air Force had already established an Air War College as a part of the Air University at Maxwell Air Force Base, Alabama. The Naval War College had long been in existence at Newport, Rhode Island. With the outbreak of World War II, the Army War College in Washington, D.C., then serving both Army and Army Air Forces, had suspended operations.

The approval of the Eddy Board Report by letter from the Secretary of the Army dated October 26, 1949, established the Army school system for officers. Comparison of the approved chart shown below with that of the Gerow Board Report shows remarkable similarity.

Although a rough career pattern which involved progressive education for officers had long been in practice in the Army, this firm statement of the educational objective was a progressive step of no mean proportions. More-

¹⁷ Membership of the Board:
 Lt Gen Manton S. Eddy—Commandant C&GSC
 Maj Gen Withers A. Burress—Commandant The Infantry School
 Maj Gen William G. Livesay—Commandant The Armored School
 Maj Gen Clift Andrus—Commandant The Artillery School
 Maj Gen Douglas L. Weart—Commanding General, Fort Belvoir, Va.
 Col Philip C. Wehle—Army Field Forces
 Col Cecil W. Nist—O&T Division, General Staff, US Army
 Col Edward H. McDaniel—C&GSC
 Recorder without vote:
 Col William T. Sexton—C&GSC

over, the bringing of the Army system into line with that of the other services (or vice versa) was a contribution toward the highly desirable unification of the Armed Forces sought by the National Defense Act of 1947.

Gen Eddy developed a friendly, homey atmosphere on the Post. This tremendously busy man, burdened with responsibilities and frequently required by his duties to be away from the Post nevertheless found time to enter into every phase of garrison life. His half-humorous, half-serious talks to the Women's Club achieved the cooperation of every wife. His attendance at Boy Scout dinners and ceremonies was an inspiration to the younger members of the command. His interest and enthusiasm for the Glee Club, Choral Group, and Dramatic Club encouraged and enlivened these activities. In addition, Gen Eddy gave special interest and support to the Allied Officers' Section. Gen Eddy appreciated fully the tremendous opportunity the College had to demonstrate to these representatives of our Allies the good neighbor policy.

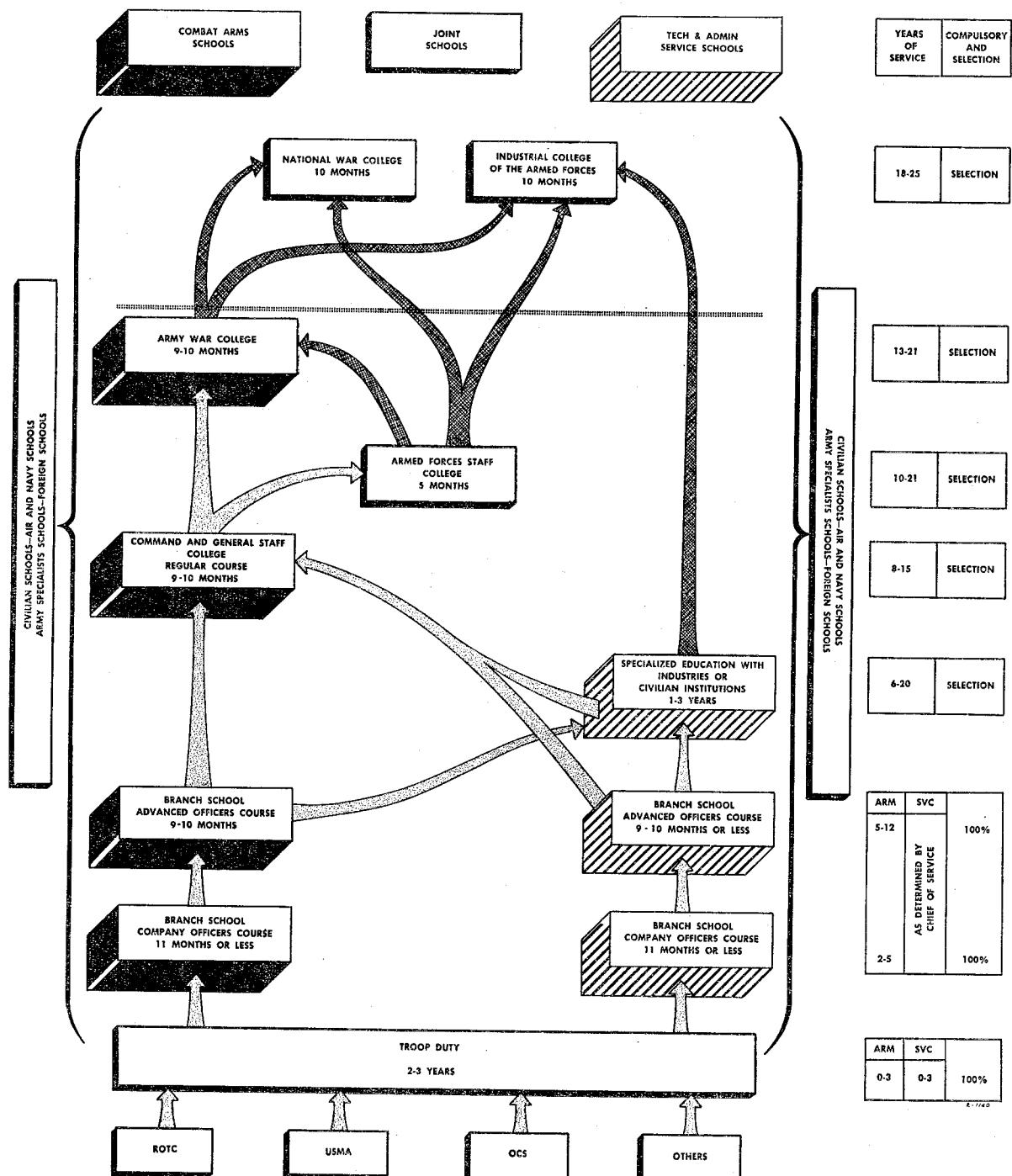
In this congenial atmosphere the Allied Officers' Section thrived. Arrangements were made for families of faculty members to sponsor incoming families of Allied students. Families on the Post were encouraged to invite Allied officers and their families into their homes. Special efforts were made on typical American holiday occasions as for Thanksgiving dinner and at Christmas time.

The reception given by the Commandant for the Allied officers was a colorful and gay occasion. Especially attractive were the bright dress uniforms of the British Commonwealth officers and flowing saris of the ladies from India and Pakistan. The table in the cloakroom piled with military headgear of many nations was an interesting sight.

Another feature of the Allied officer program was a special parade which was arranged. Since the parade was held in honor of the Allied officers the reviewing party was made up of these student officers from many lands. This military formation enhanced by the varied uniforms of the reviewing officers and the flags of all of the nations represented was a brilliant and impressive spectacle.

The Allied Officers Section was fortunate in having at its head at this time Col H. B. En-

EDUCATIONAL SYSTEM FOR REGULAR ARMY OFFICERS



derton. Assisted by his charming wife, Col Enderton did much to promote the feeling of helpfulness and welcome which was desired for these representatives of our Allies.

Gen Eddy was especially assisted in his efforts to have a happy post family by Mrs. Eddy. Mrs. Hartness, wife of the Assistant

Commandant, contributed much also. The gracious friendliness of these two ladies, the two "Mamies" (Mamie Eddy and Mamie Hartness) did whatever else was necessary to make of Fort Leavenworth an easy congenial place for the families to live.

CHAPTER VI

COLLEGE ORGANIZATION AND OPERATION

As as result of the studies at Department of the Army level¹ there were also studies made by the College. One of these studies was made by the Wood Board² appointed by direction of the Assistant Commandant by the Secretary, Col John H. Van Vliet, on March 8, 1948. This board was directed to consider and make recommendations on the size of the classes and the organization of the faculty. A unique provision of the order appointing the board was that "The Board will consult Dr. J. S. Orleans, Psycho-Educational Adviser to the Commandant, who will attend its meetings." Dr. Orleans was a member of the board of civilian experts who studied and evaluated the College in the fall of 1946. The Commandant was so impressed with his contribution to the study of the College that he asked Dr. Orleans to become a member of the faculty as Educational Adviser. Largely as a result of the Wood Board report, the Commandant approved a change in the size of classes. The tremendous classes handled during World War II had necessitated mass instruction of large classes occasionally in excess of 900 students. With the conversion to smaller peacetime student bodies it was deemed essential to reduce the size of the groups to be instructed. The Wood Board recommended that the faculty organization be based on 12 instructional groups of approximately 40 students each.

The Gerow Board, it will be recalled, had recommended a curricular break-down of 31 weeks of common subject instruction. The balance of the course of 41 weeks was to be specialized instruction in administration, intelligence, combined arms, and logistics. The Wood Board recommended and the College adopted a five school organization to carry out

this program. The 31 weeks of instruction to be taken by all students was charged to a school of common instruction. This school was made up of five instructional groups of 13 instructors each. It was given the official designation of "School of the Commander and General Staff." This name was descriptive of the instructional matter charged to the school; i.e., techniques and functions of the commanders of divisions, corps, armies, and communications zone, and of their general staffs.

The specialized phase of the course was taught by the four schools: Personnel, Intelligence, Combined Arms, and Logistics. These schools were assigned 13 or 14 instructors each. The School of Combined Arms was later designated as Organization and Training, which was more in keeping with the title of its Department of the Army General Staff counterpart. All of these Schools became Departments in 1949 and their Commandants became Directors.

Another College board is noteworthy. The Withers Board was directed on March 3, 1949, by the Assistant Commandant, Brig Gen Harlan N. Hartness, to study the organization of the College in view of a reduction of 37 officers in authorized strength.³ This board recommended that the cut of 37 be restored and that a sixth section to handle the Associate Class instruction be added to the Department of the Commander and General Staff. The findings of this board are indicative of the increased workload on the faculty entailed by the change to the small class system. This change was made without due regard to increasing the faculty proportionately. The table below, an excerpt of the board report, shows this trend strikingly.

¹ Gerow Board and Eddy Board.

² Col Stuart Wood, president, Lt Col D. M. Perkins, E. A. Salet, and D. C. Russell members.

³ Membership of Board:

Col George K. Withers, Engr

Col Ira K. Evans, QMC

Col Earl C. Bergquist, Inf

Col Paul D. Adams, Inf

Col James F. Collins, FA

Col Wesley W. Yale, Cav (Recorder)

Col Thomas F. Van Natta, Cav

Actual Faculty Strength from Organization Charts

Date	Total officer strength	All overhead	Analysis and research	Actual instructors	Total hours of instruction per year
Apr 45	153	21	0	133	5,620
May 45	147	25	0	122	5,620
Sep 45	156	27	0	129	6,800
Oct 45	139	31	0	108	6,800
Feb 46	142	27	0	115	6,946
Apr 46	158	30	0	128	6,946
Nov 46	178	34	7	144	4,100
Sep 47	192	41	11	151	4,160
Sep 48	194	53	12	141	15,200

A study of the table indicates the following trends:

- (1) The total faculty strength increased slowly but steadily during the period.
- (2) The overhead of the faculty (all those not actually conducting classes) also increased steadily, but at a much faster rate, in 1948 it was more than twice what it was in 1945.
- (3) The number of actual instructors increased very slightly, due to large increase in overhead.
- (4) In 1948-49 the hours of instruction presented increased sharply (over 4 times) due to the institution of the new system of learning involving 12 classrooms instead of 1, and 12 instructors teaching simultaneously.

The increase in overhead is especially notable. Such increases seem to accompany peacetime or stability unless guarded against strictly. The addition to the College organization of a Department of Analysis and Research in November of 1946 is an interesting innovation.

DEPARTMENT OF ANALYSIS AND RESEARCH

The function of the Department of Analysis and Research (A&R) was to review instructional material to ensure consonance with Army doctrine. In an organization made up of five instructional departments, this function was especially important. For many years Army doctrine has been published in manuals which The Adjutant General publishes and distributes. The Army school system came quite naturally into the business of revision of manuals and

the writing of new manuals. From the supervision of doctrine for the College, the Department of Analysis and Research logically became involved in the manuals business. As a consequence, a Manual Section became an important part of the Department.

Its monitorship of College doctrine by A&R, however, was not a popular function with the other Departments of the College. As a member of the College Review Board which met and went over every item of instructional material prior to its presentation to the class, A&R spoke with the authority of the Assistant Commandant. It was not without reason that these sessions of the Review Board were jokingly known as the "murder" of a subject and the board as the "murder board."

A&R had other useful functions. It performed special projects for the College, especially those dealing with new developments. Because of its position as the fountainhead of Army doctrine, the College is frequently called upon for studies or opinions. A&R generally handled matters of this nature. This department was also the focal point for dealing with agencies outside the College, such as Army Field Forces, the Naval War College, or lower echelon schools of the Army school system. A&R also took the long-range view of the College curriculum and performed other planning and control functions.

But the A&R function was not popular. The Withers Board recommended that A&R be brought down to the level of the instructional departments. And the latest board which studied the College organization in the fall of 1950

recommended that A&R be abolished completely.⁴

However, the objectivity which can only be obtained from an agency outside of the instructional departments is essential to proper operation of the College. The function of long-range planning and evaluation of results which can be obtained only from the perspective of detachment is a necessary element of any organization, and especially valuable in an educational institution.

Col Don C. Faith was the first Director of A&R.

OPERATION OF THE COLLEGE

The mechanics of getting instruction to the students of the College is not complex. The curriculum is based upon a Program of Instruction approved by Army Field Forces, the agency to whom control of the Army school system has been delegated by the Department of the Army General Staff. Actually the Program of Instruction (POI) is prepared by the G3 (Operations) Section of the Academic Department. This POI sets forth by subject content and number of hours the entire coverage of the year's course. Each subject is briefed to such an extent that overlapping coverage would be apparent to anyone reviewing the POI.

After approval by Army Field Forces, the POI is returned to the College. Here the G3 Section breaks the subject matter down to the five instructional departments for presentation to the class. Each department has a special field of interest in instruction.

Department I —Intelligence

Department II —Armor, Logistics

Department III—Operations, Air Support

Department IV—Airborne, Amphibious

Department V —Personnel

To avoid compartmentalization, however, each department puts on instructional material covering all fields. For instance, all sections teach the communications zone; and all sections teach division, corps, and army tactical problems which embody the functioning and techniques of intelligence, personnel, and logistics, as well as operations.

Department VI is responsible for all non-resident instruction including extension courses.

THE AUTHOR

In the instructional departments, subjects are assigned to individual instructor "authors." Each author is given responsibility for two or three subjects or problems. This assignment may require him to write an entirely new subject or merely to revise a subject which has been presented in previous years. In either case, the instructor is given complete responsibility for accuracy of factual data, seeing that the problem is mimeographed and ready for the College review, and that it is printed and proofread prior to the time of its presentation to the class. Since the author is the basic element of the instructional system, much depends on the quality of this individual. Moreover, if because of the press of multitudinous duties time for research is lacking, this lack shows up immediately in the subject matter presented to the student. Fortunately, the caliber of the instructor-author has been so high that problem quality has not suffered greatly because fabulous amounts of author overtime have been expended to ensure that it did not. It has not been unusual for an instructor to work a 55-hour week average during the school year.

FORMAL REVIEW

Once written the problem is normally reviewed formally. In a formal review the author presents to the College review board the problem as it will be presented in the classroom. This board consists of the Director of the Academic Staff, the department chief, the staff officer concerned, and a representative of any special agency together with the author. For instance, for an intelligence problem involving an airborne situation the board might consist of:

The Director of the Academic Staff, who rules on any point in dispute.

The department chief, who is responsible for the problem presented by an author of his section.

The G2, since this is basically an intelligence problem.

A representative of the Air Section, since use of Air Force equipment is involved.

⁴ Col G. R. Barker, President, Col H. E. Kelly, Director of Instruction, Col T. B. Hedekin, Secretary, Col G. C. Reinhardt, Col R. Q. Brown, Col A. S. Britt (Recorder).

An airborne expert to advise on technical aspects of airborne operations.

If the problem involves operations to any extent, G3 is included.

G4 is present if logistical matters are involved.

After review, the problem is prepared for the printer. Corrections directed by the review board are incorporated. The master copy is delivered to Editing and Publications for printing, allowing approximately 1 month leeway prior to presentation time.

BRIEFINGS

Just prior to presentation to the class, one or more briefings are held. The briefing is conducted by the author for all instructors who will present the problem to the class. Supervised by his department chief, the author goes through the problem in detail. He explains the use of all charts and training aids to be employed in putting on the problem. He goes over any mathematical calculations or any questionable points of technique, and answers questions posed by the other instructors. The author tries to anticipate points and questions with which the student may have difficulty. Occasionally the author's solution does not ring quite true to one or more of the presenters. In this case the discussion often becomes quite as "bloody" or heated as the College "murder." However, a sound solution is worked out prior to presentation, and approved by the department chief, the staff member of the academic department concerned, or the Director of the Academic Staff himself, as required.

PRESENTATION

Presentation of the problem to the class is, of course, the pay-off. Instructors set a high standard of appearance, demeanor, and thorough advance preparation. This includes arrival early at the classroom to guarantee readiness of training aids and instructional material to be distributed. Often this time is spent answering and discussing student questions evoked by the previous night's study assignment. The instructor works from a folder which he prepares for himself from the mimeographed lesson plan of the problem in the manner and detail which suits his needs. This lesson plan contains comments and questions which

seek to develop student understanding of major instructional points to be covered. Approximately five major points are covered in every hour of instruction (50 minutes plus 10-minute break).

These learning points are developed by the applicatory method where possible. Students solve requirements in which they as commanders or general staff officers make estimates, plans, decisions, or issue orders based on tactical or administrative situations presented usually by use of a map. Students are encouraged to participate actively in discussions usually initiated by an instructor question. They are also urged to contribute to the discussion from pertinent personal experience.

AFTER-ACTION REPORT

After presentation instructors are required to submit after-action reports. These reports are consolidated by the author who submits a report to the academic staff containing recommendations on the presentation of the problem in subsequent years. In this manner, weaknesses in problems are discovered and corrected prior to presentation to future classes. Constant revision keeps problems up to date and aims at steady improvement in the caliber of instructional material.

In reality, constant revision has attendant disadvantages. If a standard of minimum revision on well-tried problems were established, author time could be saved. This time saved could be used to advantage in preparation of new problems or in research on really troublesome aspects of old ones.

ADVISER PROGRAM

Another duty of the instructor is with the faculty adviser program. Each faculty member is assigned several students for whom he is the adviser. In this capacity he is not a coach nor a social sponsor but a point of contact to facilitate the student getting the most out of the course. Should one of his students fall below the satisfactory standard in academic work, the adviser is notified and counsels the failing student. The advisers undertake to find answers to any student question on instructional material. Officers of the Allied armies at the College are given a special adviser from the Allied Officers' Section if any difficulty with the course is anticipated.

STUDENT EVALUATION

The instructor plays an important part also in the evaluation program. A considerable amount of time is spent in grading examinations and marked requirements. In an effort to return papers to students promptly, instructors often work straight through, working nights and holidays, to get the papers back. Student standing in the class and satisfactory completion of the course are determined by grades on these tests. A cut sheet is worked out in advance which assigns total weight and weights for each point covered. Working as teams of three normally, instructors grade and check the papers by the cut sheet. Each paper is usually checked by three instructors. Exceptionally high papers or exceptionally low papers are reviewed by the department chief and by the Director of the Academic Staff. "Spots" are graded in much the same way. A curve is drawn of the results obtained and a cut off point determined for high A papers and low U papers. There are three intermediate grades—Excellent, Very Satisfactory, and Satisfactory. Each paper, however, is scored by a numerical grade recorded but unpublished to the student. Grades are stamped on returned papers by alphabetical symbols, A, E, VS, S, and U. (To be changed to numerical symbols I, II, III, IV, and V for 1951-52.) Students are permitted to protest or "reclama" errors of fact in grading.

Progress has been made in the use of objective tests. Grading of objective tests cuts down considerably on the amount of instructor time spent on grading. This time saved can be devoted to needed research.

One additional feature of the evaluation system is a graded individual paper or thesis. One year this individual paper was a map exercise which the student was required to draw up for presentation to a theoretical class. At other times lists of topics are assigned requiring individual research of the student and preparation of a thesis or study.

The evaluation program normally comprises approximately 10 examinations and 20 "spots." The examinations and the individual paper make up 900 points of the total weight of the program. The graded "spot" requirements make up the other 100 of the total 1,000 points. Examinations are held customarily on Friday

afternoons throughout the year. The graded "spots," being brief samples on any subject of the curriculum, may and do come at almost any time throughout the course.

INSTRUCTOR TRAINING

The instructor is prepared for his duties by a special training course, lasting 2 to 3 weeks. This course covers techniques of teaching at the College and actual practice in preparation of material. As a graduation exercise the new instructor presents to the training class a 40-minute block of the material he has prepared. Usually this material is a part of one of the problems to which the new instructor will be assigned as an author in the coming year. This arrangement conserves the always limited time of the instructor. Officers with wide experience as civilian educators have contributed substantially to the success of this program. Lt Col L. L. Jarvie was among the first of the instructor trainers.

APPLICATORY METHOD

College instruction is based to the maximum on learning by doing. The best way to learn to be a staff officer or a commander is to be one. To this end there are map exercises and map maneuvers throughout the course in which the students are designated as commanders, chiefs of staff, and staff officers of fictional units participating in an action. They are required to make estimates, plans, decisions, and issue orders based on combat or logistical situations drawn as realistically as practicable. To add to realism these exercises are occasionally held on the terrain around Fort Leavenworth. Many invading armies have planned a river crossing of the muddy Missouri; and many are the defensive positions which have been selected in the vicinity of Frenchman's, Pilot Knob, or Big Stranger Creek.

Additional aids to realism are the umpires. These student or faculty groups represent the enemy and action and decisions of higher or adjacent units. At times two student armies are arrayed against each other in a free maneuver. On one of these maneuvers the action continues without a break for about 3 days. During the war years it was an amusing sight to see the members of opposing armies in one of these maneuvers, wearing distinctive red and blue

bands or white umpire bands, eating a quick meal together at the mess. These continuous problems were designed to place on students some of the strain of working and making decisions under fatigue which is imposed by protracted simulated combat operations.

OTHER COURSES

In addition to the Regular Course there are several other courses conducted at Fort Leavenworth. The largest and longest of these is the Regular Associate Course. This course normally numbers about 200 Reserve Corps and National Guard officers. It is a course of 13 weeks duration roughly paralleling the Regular Course in content. The mission and scope of the course is limited necessarily to division level because of its short duration. This course usually starts in January and ends in April.

Three other courses are conducted for units of the National Guard and Organized Reserve Corps. There is a 1 week's refresher course each for National Guard and Reserve divisions. The division commander and his staff assemble for instruction directed toward giving the staffs practical work as divisional teams. The same type of course is provided for commanders and staffs of logistical commands.

EXTRA-MURAL COURSES

Another function of the Command and General Staff College is provision of instructional material for staff training away from Fort Leavenworth. To provide training for Reserve and National Guard units and individuals who could not get to one of the Associate or Refresher Courses, other courses were established in the army areas. In 1949 with material provided by the College, a trial run was made of one of these courses at Allentown, Pennsylvania. The thought behind these courses was that local instructors using prepared material could tailor their use of it to fit various local conditions and requirements of hours and duration. These courses proved successful and have been continued.

Another College effort in the civilian component training program is the Special Associate Course of the Command and General Staff College. Again the College provided packets of instructional material and training aid charts. In this case Leavenworth also put on an In-

structor Training Course to fit instructors from the army areas to present the material. For in this instance, to make the Command and General Staff College course available locally the armies conduct a replica of the Associate Course in each army area. One of these Special Associate Courses is also conducted in Hawaii.

The Special Associate Course is conducted in three phases. These phases are 2-week periods of instruction conducted as needed, according to the number of students who apply for them. Completion of three phases together with certain prerequisite extension courses is equivalent to completion of the regular 3-month Associate Course. The College issues a diploma for successful completion of this extra-mural course. These courses are especially valuable in training civilian component officers who can devote only a 2-week vacation period each year to the program.

EXTENSION COURSES

The extension program of the College is also a thriving big business. This program started in the fall of 1946. In 1950 it had an average enrollment of approximately 10,000. The Department of Army through Army Field Forces has charged the College with preparation and administration of 69 extension subcourses. A subcourse covers approximately 30 credit hours of work. The scope and content of these subcourses follow closely that of the Regular Course. By a combination of extension course work and associate courses, officers of the civilian components accumulate credit toward promotion and retirement.

NAVY AND AIR SECTIONS

There are Naval and Air officers on the Leavenworth faculty. This splendid example of the unification of the armed forces in action began during World War II. One or more air officers have for years been included on the instructional staff, but the Navy is a more recent addition. The need for close coordination of doctrine especially in amphibious operations brought the addition of two officers of the Navy and one Marine officer to the teaching staff. The Air Section is comprised of six officers and a noncommissioned officer in addition to the air complement stationed at Sherman Field.

GUEST SPEAKER PROGRAM

The Leavenworth curriculum includes a valuable guest speaker program. Each of the important Department of the Army agencies is represented by a general officer speaker. Talks by the eminent military biographer and historian Dr. Douglas Southall Freeman, widely known editor of the *Richmond News Leader* are almost an annual event. The renowned psychiatrist Dr. William C. Menninger has spoken frequently on the military application of his science. Another prominent speaker, author, and editor was Col S. L. A. Marshall, writer of *Men Against Fire*. His analysis of soldier reaction under shell-fire has been especially interesting and valuable to his officer listeners. Guest speaker lectures are considered such an important part of the course that all student classes are required to attend. In addition, all members of the faculty whose duties permit customarily are present. A question period which habitually follows the talk provides a stimulating climax.

FIELD TRIPS

Usually the Leavenworth course includes one or more field trips. Student experience is enhanced and made realistic by observation of demonstrations away from the Post. Trips have been made to witness amphibious demonstrations at the Marine Corps Amphibious Training Center at Coronado, California. Air support by rocket armed jet planes and an airborne parachute attack are demonstrated for the class at Eglin Field, Florida. And the class sees the impressive fire power of an infantry battalion in attack and defense at Fort Benning, Georgia. Whenever possible, the class learns firsthand of air transportability by making the trip in C-82, "Flying Boxcars."

INSTRUCTIONAL AIDS

An invaluable part of the Leavenworth system is the Instructional Aids Section. They provide 20-foot panel charts to fit the theater-size classrooms in Gruber or Andrews Halls. They also turn out with facility the 6 by 4 foot ozalid charts normally used in the smaller classrooms. Special charts or training devices are produced as required. An example is the training aid made of numerous small mouse traps and ping pong balls which erupted in a shower of flying

celluloid to demonstrate a nuclear chain reaction.

This section also makes tape recordings of lectures or for use in instructor training. They also supplement instruction by use of appropriate films from the extensive library maintained for instructional purposes. A weekly showing of current training and operational film reports is shown by this section to students on a voluntary basis.

The College played a part in the production of a television show on staff work in 1950. This was a pioneer effort in the use of this new medium for instructional purposes.

ARMY MANUALS

Another important function of the College is preparation of Army training literature. Army doctrine is set forth in a series of training manuals. Preparation of new manuals and revision of old manuals within the scope of its mission is a College responsibility. Creation and training of the World War II Army was greatly expedited and facilitated by this series of training manuals. These handbooks of tactical doctrine and technique provided texts and ready reference material for all commanders and their units. Without them it would have been difficult if not impossible to train our Army.

The Command and General Staff College is responsible for the coordination of Army doctrine. The authority delegated by Army Field Forces and the War College rests with Leavenworth. As the senior Army school under the War College, the Command and General Staff College must make sure that the teaching of all the branch schools such as the Infantry School, the Artillery School, and the Quartermaster School is in consonance.

OBSERVERS

In order to keep its teachings up to the minute, the college dispatches observer teams to areas of operations. A team to Korea has returned to Leavenworth and made its report. Modifications in doctrine will be made as a result of these reports if changes are found to be warranted by new conditions or techniques. Observers are likewise sent to important maneuvers such as "Portrex," "Southern Pines," and "Swarmer."

CHAPTER VII

THE ARMY WAR COLLEGE

As a direct result of the recommendations of the Eddy Board the Army War College was re-opened at Fort Leavenworth on October 2, 1950.

The board conceived of the proposed addition to the Army school system as a post-graduate course of an expanded Command and General Staff College. The college would become in effect the Army university. Those officers who had shown promise in the Regular Course of the Command and General Staff College would be retained an additional year for training on a broader scope. This concept was similar to the old 2-year course conducted at Leavenworth in the early thirties. It would be called the Advanced Course, Command and General Staff College. However, the Secretary of the Army in approving the report chose to retain the traditional title, Army War College.

The new War College which was developed, however, was actually quite different in theory as well as name. Gen Swing patterned the college after the National War College and the Industrial College of the Armed Forces. He was determined to provide the Army with a high-level institution of the broadest scope. Here promising officers of the ground forces would be encouraged and have time to think of problems on a national and international scale. Trained to cope with the Army's most complex difficulties these graduates were to receive equal consideration for position and promotion with graduates of the highest level joint schools.

The War College like the Command and General Staff College was also of 10 month's duration. The maximum entrance age, however, was raised from 41 to 46 for the senior institution. Also the prerequisite years of service was 13 to 21 years for the War College as opposed to 8 to 15 years for the Command and General Staff College. The scope of instruction included duties of commanders and staffs of army groups, theater Army, and Department of the Army. Attendance at either the National War College or the Industrial College of the Armed Forces would not be given more weight than attendance at the Army War College when selecting officers for promotion or high level

position. Emphasis was placed on Army techniques necessary to carry out the Army's mission as a part of the unified Department of Defense.

Befitting the top school of the Army system, War College objectives covered a broad scope. In general they were to acquaint the student with the problems to be encountered at high command and staff level and to give practice and techniques useful in solving these problems. The broad fields covered: the Army and national security, current problems of the Army, and war planning.

It will be recalled that the Army War College was one of three branches of the original Army General Staff. Under the impetus of Secretary of War, Elihu Root, the War College came into existence on February 14, 1903, during the great struggle to create an American general staff. Brig Gen Tasker H. Bliss, President of the Army War College from August 1903 to June 1905, is quoted as saying, "While endeavoring to spread information as to the need of a General Staff Corps the Secretary decided upon taking the first forward step by establishing a War College with general staff powers so far as might be possible."¹ He further stated, "There was thus initiated the use of scientific methods in the study of national defense."² The emphasis on planning and the broad analytical approach came quite naturally as a heritage to the newly activated War College.

To carry out the best possible orientation for its students, the War College organized a comprehensive guest speaker program. On the premise that the best information obtainable would come from the leaders in each field of interest, the college sought and was remarkably successful in obtaining top men as their speakers. To supplement this program the class was taken on various trips; one to Washington, others to Sandia Base, New Mexico, and White Sands Proving Ground also in New Mexico.

¹ Otto L. Nelson, Jr. Maj Gen, *National Security and the General Staff* (Washington, D.C. 1946) p. 42.

² *Ibid*; p. 71.

The majority of the college work was carried on by committee. A subject was assigned, thoroughly researched, and a report prepared. This report was then presented orally to the balance of the class by members of the committee. In addition each student was required to submit an original thesis on a pertinent subject of national scope.

The first Commandant of the new War College was Maj Gen Joseph M. Swing. Gen Swing assumed command of the War College and the Post upon the departure of Gen Eddy July 6, 1950.³ A wartime Commander of the famous 11th Airborne Division and a former Commandant of the Field Artillery School at Fort Sill, Oklahoma, Gen Swing brought to the new institution a winning combination of dash and academic "know how." He wisely selected as his Assistant Commandant a brilliant young brigadier general, Arthur G. Trudeau. To Gen Trudeau fell the task of much of the detail of organization and operation of the new school. That the War College got off to a new start on a continuation of its eminent career of service to the Nation is no mean tribute to these two splendid leaders. The accomplishment is even more noteworthy from the fact that soon after graduation on June 29, 1951, the entire War College moved to a new station. It was decided that a location nearer the source of its guest

speakers would facilitate the operation of the school. Carlisle Barracks, Pennsylvania, former home of the Medical Field Service School was chosen as the new War College home.

THE COMMAND AND GENERAL STAFF COLLEGE IN 1950

The Command and General Staff College and the Army War College operated side by side during the school year 1950-51. Maj Gen Horace L. McBride,⁴ was announced as Commandant of the Command and General Staff College on October 6, 1950. The 1950-51 Command and General Staff College Regular Class had started just a month previously. Gen McBride a former Leavenworth instructor had been wartime commander of the 80th Infantry Division. Almost the day of his arrival Brig Gen Harlan N. Hartness,⁵ who had been Acting Commandant departed for an important assignment as Commanding General of the 4th Infantry Division. Col Henry E. Kelly,⁶ Infantry, was named Acting Assistant Commandant on October 17, 1950. Gen Hartness and Col Kelly, who was formerly Director of Instruction, had guided the College through the stress and uncertainty which accompanied the invasion of South Korea by the Communists. Concurrently with the normal operation of the College these experienced officers planned for the role of the College in the event of a partial or a full mobilization.

³ General Orders No 20, Headquarters Fort Leavenworth, Kansas, October 6, 1950.

⁴ Gen Hartness became Assistant Commandant June 4, 1948 (General Orders No 14, Headquarters Fort Leavenworth, Kansas) relieving Col Don C. Faith. He served as Assistant Commandant until the departure of Gen Eddy in July 1950 at which time he became Acting Commandant. He continued in this capacity during a very critical period. Upon the arrival of Gen McBride, he departed for a new assignment.

General Order, Headquarters Fort Leavenworth, Kansas, October 17, 1950.

⁵ General Orders No 37, Headquarters, CGSC and Fort Leavenworth, Kansas, July 6, 1950.

CHAPTER VIII

EVALUATION

The Command and General Staff College is the largest military staff school in the world. Its present regular student class numbers approximately 600. Other classes bring the number of students present at the College at one time close to 1,000. Certainly, from sheer weight of numbers its reputation exceeds that of any other similar school of world renown such as Camberley, the British Staff College, or L'Ecole Superieure de Guerre in Paris. Success in two world conflicts can breed nothing but respect for the graduates of the Command and General Staff School. Conversely the famous and now extinct Kriegssacademie of the Germans is somewhat sullied by two successive defeats. Nothing succeeds like success.

The wartime expansion of the Command and General Staff School was the largest of its kind ever attempted. In 27 World War II classes it graduated approximately 16,055 general staff officers. That these graduates were used for the purpose intended is shown by the following statistics from a study made by Gen Truesdell in August of 1944:

Out of a total of 8,359 graduates as of March 1944:

368 out of 1,825 or 20.1 percent of the general and special staff positions on the 8 army staffs were occupied by graduates.

429 out of 1,390 or 30.8 percent of the general and special staff positions on the 23 corps staffs were occupied by graduates.

703 out of 1,840 or 38 percent of the general and special staff positions in the 85 divisions were occupied by graduates.

In addition, in divisions alone 1,123 graduates occupied command positions.

1,051 Air Force officers were occupying positions on Air Force staffs.

A total of 3,674 out of 8,359 graduates then, or approximately 44 percent, were occupying key staff or command assignments with tactical units. The remainder were assigned to Army

or Air General Staff duty in Washington, to duty with service commands in the United States, or communication zone overseas, or to joint or combined staffs. No other staff college has attempted to turn out such numbers of students.

However, to judge the position of Leavenworth among other staff schools, you must have some basis for comparison. Such comparison is difficult to make if not impossible. Except in size there is little basis for comparing staff schools of other countries with the US school. The missions of these schools are different. They are designed to fit the needs of different armies. Officer training requirements of these armies differ greatly from ours. Whether from the success achieved by our armies, the presence of US military missions, or the support of US means, the Command and General Staff College is being widely imitated. There are growing up replicas of the Command and General Staff College around the world.

In Iran, the military mission is helping to establish a staff school on the pattern of Leavenworth. There is a command and staff college being started in Korea. And other military missions throughout the world are spreading the Leavenworth doctrine. Moreover, approximately 50 officers from various Allied nations come here each year to learn how we do things. This is not conclusive in itself, but American thinking and techniques are permeating the armies of these countries as more and more Leavenworth graduates return home. Argentina used to be greatly influenced by German military thought. Recent graduates of the Command and General Staff College are taking back American ideas and methods to the Argentine. Peru used to be under the sway of French military methods. A succession of Peruvian officer graduates of Leavenworth, as well as our military mission, are gradually changing this thinking.

The reputation of a school can be determined in several ways. Institutions frequently point with pride to the achievements of their graduates, especially in the technical field of a par-

ticular school. This, of course, is in some degree falacious since the qualifications of outstanding graduates may have brought them pre-eminence regardless of their attendance at the institution. This may be especially true of a school where attendance is on a highly selective basis. However, since one way of judging the success of an institution is to look at the records of its graduates, let us examine some of the evidence.

Of the Order of Battle, European Theater of Operations, as of May 7, 1945, the following were graduates of the Command and General Staff College:

The Commander, Supreme Headquarters, Allied Expeditionary Forces—General of the Army Dwight D. Eisenhower.

Commander of the XVIII Airborne Corps—

Maj Gen Matthew B. Ridgeway, now Supreme Commander in the Far East. All of the division commanders (4) of this corps were graduates.

Commander, 12th Army Group—General Omar N. Bradley, now Chairman of the Joint Chiefs of Staff.

Commander, Ninth Army—Lt Gen William H. Simpson. All of the corps (3) and division (11) commanders were graduates.

Commander, First Army—General Courtney H. Hodges. All of the corps (2) and division (9) commanders were graduates.

Commander, Third Army—General George S. Patton, Jr. All of the corps (4) and division (14) commanders were graduates.

Commander, Fifteenth Army—Lt Gen Leonard T. Gerow, later Commandant, Command and General Staff College. All of the corps (2) and division (5) commanders were graduates.

Commander, Sixth Army Group—General Jacob L. Devers.

Commander, Seventh Army—Lt Gen Alexander M. Patch. All of the corps (3) and division (13) commanders were graduates.

Commander, First Allied Airborne Army—Lt Gen Louis H. Brereton. The airborne division commander under this army was a graduate.

We might draw an analogy to such a record in a civilian university. It would be tantamount to saying for Massachusetts Institute of Technology that every board chairman, every president, and every director of every large corpora-

tion in the United States except one¹ was a graduate. However, this would not be entirely astonishing if MIT happened to be the only institution of its kind in the country.

Institutions usually derive indirectly a certain amount of prestige from the achievements of their faculty members. By such a standard and using at random the instructors who were members of the Command and General Staff College faculty, 1936 to 1937, as an example, the following data are obtained:

Of a faculty of 70 officers:

3 became lieutenant generals:

Lt Gen Manton S. Eddy, former Commandant, Command and General Staff College, and present Commander, Seventh Army.

Lt Gen Lucien K. Truscott, former Commander, Fifth Army in Italy.

Lt Gen L. H. Brereton, former Commander, First Allied Airborne Army.

25 became major generals.

21 became brigadier generals.

That means that 70 percent of this group attained the rank of general officer. (If 7 who died before attaining star rank were deducted from the total, this percentage would be higher.) Granted that these instructors were a picked group and were in a desirable position at a good time, this is still a remarkable record.²

The importance of an institution may like-

¹ The record in the Pacific is not quite as good although of 33 commanders in the Order of Battle, US Forces, Pacific, as of August 14, 1945, 6 were not graduates. That these 6 included The Supreme Commander, General of the Army Douglas MacArthur*; Lt Gen W. D. Styer, Commander US Forces, Western Pacific; and Lt Gen R. C. Richardson, Jr., Commander US Forces, Middle Pacific, may damage slightly the unanimity of the case built up for the European Theater.

Of 16 Air Force commanders in ETO, 9 were graduates.

Of 9 Air Force commanders in the Pacific, 6 were graduates.

A single but outstanding exception in ETO was James A. Van Fleet now Lt Gen commanding the Eighth Army in Korea.

* NOTE: MacArthur, a 1st Lt and adjutant of the engineer battalion at Fort Leavenworth sat in on the classes and absorbed more than most of the regular students. MacArthur verbally to Truesdell, Tacloban, P.I., Dec 1944.

² Similar statistics compiled for the faculty of 1938-39 of 50 officers:

3 lieutenant generals;

14 major generals;

24 brigadier generals or 82 percent became general officers.

wise be judged to some extent from the opinion of prominent people. A few such opinions follow:

Secretary of War Henry L. Stimson states:

"The staff work of the American Army came of age in World War II. What brilliant individuals had done in earlier wars was done this time by thousands of officers trained in the maturing tradition of Leavenworth."³

Honorable Robert P. Patterson, Secretary of War, states:

"The longer I serve with the War Department the more I appreciate what Leavenworth has done for the nation's safety in the past and its great value to the service for the future. It is no exaggeration to say that our victories in World War II were won right here at Leavenworth, perhaps with the aid of a Gettysburg map. Here our great war leaders learned the art of combined arms, the handling of large bodies of troops."⁴

General Omar N. Bradley, then Chief of Staff of the US Army:

"A review of World War II and its outcome has confirmed in my own mind the belief that the Army system of professional education which was revitalized and expanded after World War I was one of the greatest contributions to the winning of World War II. For it provided us, in our small nucleus of Regular Army and our larger complement of National Guard and Reserve officers with skilled leadership as well as staff procedures which competently faced the tough tactical and strategic problems thrust upon us."⁵

General of the Army George C. Marshall, Chief of Staff of the Army during World War II, Secretary of State, and later Secretary of Defense states:

"It occurs to me today that in more recent years Leavenworth has provided the leaders who played a determining part in halting the Huns in 1918 and in the liberation of Europe and Asia in 1945. In other words, the land battles of Europe and the Pacific were first won here in the heart of America. MacArthur, Eisenhower, Arnold, Bradley, and a long list of our great commanders, were developed on the heights overlooking the Missouri River at Fort Leavenworth."⁶

While these statements were perhaps made

³ Henry L. Stimson, *On Active Service in Peace and War* (New York, 1947) p. 60.

⁴ Robert P. Patterson, Address at Command and General Staff College, May 22, 1947.

⁵ Omar N. Bradley, Address at Command and General Staff College, July 1, 1949.

⁶ George C. Marshall, Address in honor of 80th Anniversary of the Salvation Army, Kansas City, Missouri, November 18, 1945.

under circumstances and by persons favorable to the Command and General Staff College the content of the statements and the positions of the speakers are such that they appear to have more weight than a normal graduation eulogy.

However, the foregoing relatively glowing statements tell what the school has achieved but not why. Other statistical compilations are convincing as to results but shed little light on how these results were obtained. Very little has been written on the why or how the apparent success of Leavenworth was gained or maintained.

Undoubtedly one reason for its success is careful selection of students to attend. Selection of students to take graduate work in a civilian institution largely depends upon the personal ambition of the individual, the amount of time he can devote to his education, and his ability to pay the fees involved, rather than upon capacity or merit. Of course, there are fellowships and other aids available to some deserving civilian students. However, there is nothing for civilian schools like the highly competitive selection system required for attendance at Leavenworth. During the war this system suffered to some extent from commanders who sent less qualified officers for fear of losing those more qualified.⁷ At the present time, even with an expanded capacity of 600 students annually, it is expected that only 50 percent of the officers of the Army will ever be able to attend the Command and General Staff College.

Another reason for success is an unusually high degree of motivation of the students. Leavenworth is a highly technical school which equips its students with tools of the profession of arms which are essential to their future careers as commanders and staff officers. The majority of the students are mature and experienced officers who appreciate the opportunity offered, who realize its professional significance, and who are determined to get the maximum benefit from the instruction offered.

Another thing which contributes perhaps unconsciously to great motivation is the serious-

⁷ *History of World War II*, Historical Division, Department of the Army, the AGF, p. 466:

"Part of the turnover was due to the apparently common practice of 'stealing' officers who attended the C&GSS. Several division commanders complained that 'there was no use trying to educate and train a young staff officer by sending him to Leavenworth for that is the surest means of losing him.'"

ness of the consequences of failure. The seriousness of failure to graduate might seem great to an individual. But Leavenworth trains for responsibilities which transcend the individual and involve life and death not of one individual but many. The responsibilities of a commander and staff officers in battle, and often short of combat, are so great in national and international effect that it occasions speculation whether or not our training methods are sufficiently severe. Nevertheless, it is easy to see that the motivation for both faculty and student is high because the stakes are high. Comparatively, a doctor trains with the lives of hundreds at stake and a lawyer possibly a handful. A division commander or staff officer decides, often daily, the lives of 15,000 men while a corps commander or staff officer makes decisions involving four times that number.

Officers also attain some stature in the Army as Leavenworth graduates. Civilian institutions approach this characteristic when they identify their graduates as having certain attributes as "Yale" men or "Princeton" men. However, these civilian graduates can in no measure compare the equipment or assurance in the use of it attained by a staff officer trained at Leavenworth. In fact the Command and General Staff College is a graduate level institution which equips the student for duties only at the "management" level.

Allied with greater motivation is exceptional unity of purpose and effort. Graduate civilian schools are characterized by individuality. No doubt the purpose of these schools is best served by encouragement of individual thought and idea. While Leavenworth by no means seeks to discourage original thought or novel concepts, it must of its nature inculcate certain patterns and principles. Only by being firmly grounded in accepted doctrine will a commander be able to evaluate properly a situation and to calculate the risk involved in a course of action which deviates from the normal. Consequently, both faculty and student are directed at one goal: production of the best commander and staff officer possible.⁸ This singleness of purpose is seldom found in civilian schools.

⁸ *Survey of Educational Program*, C&GSC, 1947, p. 4: "It was apparent to the commission from the start that the College is permeated by an exceedingly high level of professional interest and spirit of cooperation."

A contributory factor in the matter of motivation is realism. Orville L. Eaton in speaking of map exercises and maneuvers in his *Analytical Study of the Methods of Instruction at the C&GSS* states: "Upon the basis of observation of many presentations involving each form of instruction and upon questions to both students and instructors it is concluded that these problem situations are challenging to a degree seldom attained in other schools, civilian or military." Requirements of realistic situations involving weighing of factors involved and reaching of sound decisions are an effective training for the tasks faced by commanders and staff officers.

However, the most important factor in the greatness of Leavenworth is its faculty. This is a surprising statement when consideration is given to the fact that the faculty is transient. Like all other installations in the Army, the faculty of the College is subject to a rotational policy which permits an officer to remain normally for 3 years only. This policy applies to the Commandant and his assistant as well as to specialists such as the personnel of Editing and Publications Department, the Librarian, and the Editor of the *Military Review*. The faculty is the lifeblood of any college. Usually the faculties of the great universities attain some of their greatness through continuity of effort on the part of faculty members who grow in usefulness with the years. How then is the Command and General Staff College able to survive in violation of this principle? How can the school maintain even a reasonable degree of excellence in operation?

The answer is that Leavenworth survives in spite of this seeming handicap. In fact the continuous change of at least a portion of its faculty from top to bottom gives a certain degree of flexibility and willingness to change which is an asset to a military school. However, subject to loss of continuity from a rotation policy which probably does not give a faculty member much better than a 2½ year average of usefulness to the College, it must strive constantly to maintain a high standard. The new instructor must take instructor training, take over the two problems which will be his responsibility, and perfect himself in knowledge and delivery of the material he must present from the platform. Few officers have had col-

lege-level instructional experience. The small classroom requires intimate familiarity with subject matter in order that the lively discussion by students of an infinite number of points may be encouraged. An instructor can do this only by great application. He must demonstrate all the virtues of devotion to duty, professional competence, and integrity. It has not been unusual for an instructor to put in an average of better than 55 hours per week during the school year.

However, as devoted and important as the instructor is, he is not the paramount reason for Leavenworth's pre-eminence. The rotational policy brought changes in commandants as well as others holding key positions in the College. Nevertheless, despite numerous changes of organization which directly or indirectly followed these changes in the high command, these key individuals, the commandants and their assistant commandants are primarily responsible for the high standard set and maintained. The same professional integrity which has characterized the faculty, has ensured that the caliber of the commandants selected by the War Department and Department of the Army was extremely high. In addition, the commandants have selected for themselves splendid assistants and surrounded themselves with able officers in key positions. Of course, they could not have done well if they had had a poor team of instructors. That all of the commandants did well, emphasizes the quality of the individual instructor while not detracting from the achievement of their leader. One other contributory factor has been the loyalty and devotion to duty of a vast number of enlisted men and women and civilians. These individuals contribute immeasurably to the final result and make up in part for the lack of continuity of the officer contingent.

PROBLEMS TO BE SOLVED FOR THE FUTURE

Leavenworth has accomplished great tasks with inadequate tools. Unlike West Point, for instance, where adequate permanent buildings have been provided, Leavenworth has had to improvise. In a letter during the past war asking for additional funds for a higher standard of maintenance, the following plea was made:

"Fort Leavenworth, Kansas, is the site of the Command and General Staff School of the

US Army and as such occupies a unique position in the military establishment of our country.

It is in a sense the post graduate school of the Military Academy at West Point and should be compared to that installation rather than the typical Army post."

The need for high maintenance standards in keeping with its mission as a higher institution for our own officers and for those of neighboring and allied nations was then pointed out.

This letter was indorsed urging approval by Maj Gen C. H. Danielson, Commanding the Seventh Service Command, as follows:

"It is urged that this station representing as it does an advanced Command and General Staff School not only for the US Army but probably in the future for the United Nations as well be placed and maintained in physical condition consistent with its mission."

Dr. Jacob S. Orleans, member of the commission which surveyed the College in 1946 stated in a report to the Commandant in August 1948, upon his departure after a tour of duty as Psycho-educational Adviser:

"It is very disturbing to realize that the highest level of Army professional school on which so much of the taxpayer's money is spent does not have a real college plant. It certainly cannot serve to produce the respect that the College should enjoy in the eyes of visitors from other countries when they find that the Command and General Staff College is housed in a former riding academy and temporary buildings."

IMPROVED PLANT

It would seem obvious that provision of an adequate building is a necessity which should not be denied. However, as recently as June 1951 the plans for a proper academic building were disapproved for lack of funds. The provision of permanent and adequate facilities for the accomplishment of a mission so vital to the national interests as the Command and General Staff College appears essential to the national interest. The Infantry School at Fort Benning, a lower school in the Army educational system, has a splendid modern academic building. It is not quite fitting that Leavenworth accomplish its important, long-term mission in a converted riding hall or stables. Leavenworth should attain a status as an exempted station and agency directly under the Depart-

ment of the Army, in a category like West Point where funds and resources can be allocated directly to the school and not be subject to parings and diversions to other projects Army-wide however important. This clarification and delineation of authority was one for which Gen Truesdell fought throughout his tour as Commandant.

INSTRUCTOR SELECTION

Another matter which requires improvement is instructor selection. At the present time the College is subject to selection of instructors nominated by Department of the Army on the basis of availability. This system of trusting to fate to make available officers with proper qualifications to fill key positions on the faculty of a graduate institution is unsound. You cannot imagine Yale or Harvard selecting their instructors using availability as a primary criterion. Neither can you imagine these institutions selecting an instructor without interview. However, this is the case with prospective instructors for the Command and General Staff College.

Not only must instructors be selected primarily on qualifications and by interview, they must also be selected well in advance. Departures from the faculty should be regulated to ensure loss of a minimum number each year. Moreover, replacements should be planned for and notified as much as a year in advance.

LONGER DUTY TOUR

Another defect of the Command and General Staff College is lack of continuity in the faculty. This common fault of Army installations and activities results from the Army rotational policy. This policy which requires that an officer's assignment be changed every 3 years is of questionable validity when applied to an educational institution. It may be open to question that the versatility obtained by such a policy is as desirable in this age of specialization as it may have been in the past. Certainly this short rotational policy has no merit in higher educational institutions. Even in the case of enlisted personnel it would seem reasonable to make use of specially trained individuals in jobs which require their special qualifications.

It is granted that it may not be feasible to assign military personnel permanently to po-

sitions in the educational system. However, a longer tour should be worked out for officers who are detailed to the faculties of our schools. Especially, a system should be worked out where special aptitudes and qualifications can be nurtured and utilized particularly in the higher portions of the Army school system. It is believed that this contribution to continuity could be effected without undue loss of reality and utility which might result from removal of the schools from the normal rotational scheme. Much of the lack of continuity, many of the re-organizations, many of the changes in policy and doctrine could and should be avoided.

STUDENT SELECTION

Another need for the future is better student selection. These standards must be kept high. Since only 50 percent of the officers of the Army can attend the Command and General Staff College, selection must guarantee that the best 50 percent attend. Though motivation of students is found to be extremely high, each year finds some students who are so poorly selected for attendance that it leaves great doubt as to the machinery for their selection. Preliminary tests of prospective students have been found to predict accurately results to be expected. When student quotas were but a fraction of the present 50 percent, the record clearly proves that this selective process before attendance produced a large percentage of graduates who attained outstanding success. Some system of pretesting or other method of improving student selection is highly desirable to eliminate the fractional number of students with inadequate capacity who might otherwise be sent to the College.

LEAVENWORTH AND THE AMERICAN GENERAL STAFF

Our Nation can be extremely proud and thankful that the American General Staff and the institution which trains it is a system of getting a job done and not a power seeking clique. This system is characterized by hard work and attention to detail.⁹ It is marked by selfless devotion to duty and by teamwork rather than egocentric ambition. It signifies cooperation rather than unreasoning adherence to the interests of a particular group.

⁹ "Doctrine of Completed Staff Work," Field Manual 101-5, US Army.

Americans excel in team play, and good staff work is the very essence of teamwork. Improvisation and initiative are also essential attributes of the good staff officer which come easily to the American. Hence the American staff system has been able to capitalize on attributes especially American, and the Command and General Staff College has successfully promoted and welded these attributes into a workable system. That the system has not embodied undesirable elements of the European system is also peculiarly American. Instead of a caste-system army we have had an army based on merit. Moreover, it is an army based on good sound American ideals and ideas of hard work, honesty, and integrity.

Consequently Leavenworth has been good because our Army has been good. And our Army has been good because it has had strong leaders. Leavenworth has contributed greatly to the production of leaders for the Army. The strong begets the strong.

We might carry this line of reasoning one step further. We might say that Leavenworth is strong because our country is strong. The College will not settle back into complacency on laurels of yesterday. Already this great institution is preparing for new and important tasks. Be assured that its leaders of today and tomorrow will be ready for the trials our Nation and our armies must face.

CHAPTER IX

FORT LEAVENWORTH IN 1951

Fort Leavenworth today faces another national crisis. It is ready in this partial mobilization of our armed forces to play its vital part. Plans have been made to accommodate a Regular Class of 600 students, including 60 student officers from allied nations, when school starts again on September 6, 1951. In addition, the Associate Course will be held in the fall this year instead of January as in the past. This course has been expanded to 250 in January 1952 instead of the customary 200 students. A second short General Staff Course will be held for 350 students.

The refresher courses for the Reserve and National Guard Divisions will be held next spring as in the past. Also, the Logistical Command refresher course will be held at that time.

No Special Associate Course will be held at Fort Leavenworth this year. These courses will be held in the army areas. The Command and General Staff College will continue to conduct an Instructor Training Course for Special Associate Course instructors.

Extension courses and packets for Reserve and National Guard units will continue to be written under a combined Department of Non-resident Instruction. The five resident instructional departments will function under a director with an assistant and three teams of six instructors each.

Under the Assistant Commandant, Col M. S. Johnson, the Academic Department will carry out the College mission appropriately organized according to the General Staff system plus a G5 for new developments. The academic mission will be supervised by a Director of Academic Staff with a Deputy each for Plans and Evaluation and for Operations. The academic staff has been augmented and will operate functionally as well as dealing purely with College instructional material. The Deputy for Plans and Evaluation will generally handle those matters formerly the purview of the Department of Analysis and Research with special attention to the important field of new developments. The Deputy for Operations will supervise the production and presentation of instruc-

tional material. The Executive of the Academic Department will handle the administration of the department with special attention to the personnel of the Academic Department.

Leavenworth will continue to monitor doctrine for the Army. A letter from the Chief of Army Field Forces, dated September 25, 1950, charged the Commandant, Army War College, with ensuring "Uniformity of Doctrine, Tactics, and Technique Taught at Schools of the Army Education System." This responsibility was decentralized to the Command and General Staff College. Incident to this responsibility, a Conference of Commandants of Army Service Schools was conducted at Fort Leavenworth January 29 to February 1, 1951. Another conference will be held here November 13 to 16. These conferences will also be held periodically in the future.

Post activities will continue to operate primarily under the Chief of Staff, Col T. B. Hedekin.

MILITARY REVIEW

As it has for several years now the *Military Review* will be published every month by the College. Col H. R. Emery is the present Editor in Chief. This outstanding soundingboard for Army thought and doctrine now circulates monthly to all allied nations 24,800 copies of this pocket-sized magazine. The Spanish edition totals 6,000 copies and the Brazilian edition 4,400. Started in 1937 under Maj Fred Duning as the *Command and General Staff School Quarterly*, the periodical expanded rapidly as World War II came on. About 1939 the name was changed to the *Military Review* and the size from 9 by 12 inches to 6 by 9 inches by Lt Col P. R. Davison, then editor. The Brazilian and Spanish editions were started in May 1945 under Col F. M. Barrows. Editorial offices are located in Pope Hall.

THE POST IN 1951

The Post is as beautiful as ever. As you enter you will see the new Pershing Park housing area on the right just after you cross Corral

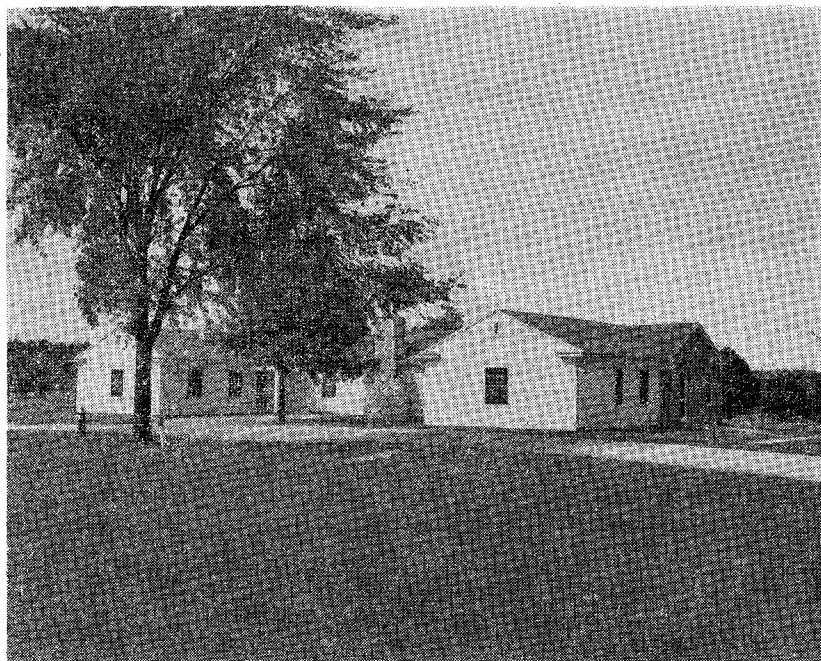


Highway 92 into the Post showing new Pershing Park Area. Old Normandy area is on left and New Normandy on right above Pershing Park.

Creek. In this new development are 150 attractive brick bungalows built under the authority of the Wherry Housing Act.

As you pass the turn-off of Highway 92, you may notice the small golf building on the left

on top of the hill. It was built in 1948 and a wing for golf carts was added this spring. Here many former cadets will be surprised and pleased to see MSgt Freddie Canausa, the former West Point coach in charge.



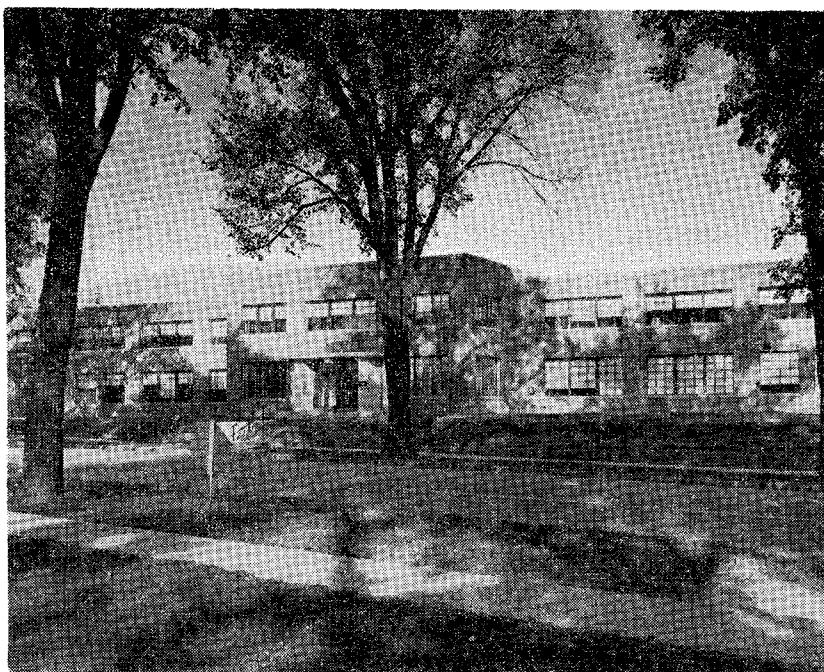
Golf House.

After passing Merritt and Smith Lake on the right is the new Printing Plant. This 2-story modern brick building provides the College with a much needed up-to-date establishment for accomplishing its printing needs. Costing approximately \$900,000, the plant houses excellent equipment for printing the maps and instructional material used by the College. It also prints the *Military Review*. There are two large and two small lithographic presses and six letter presses of various sizes. This press equipment is valued at \$140,000. The plant em-

class of 600 in one room with the partitions slid back.

The Post Exchange this summer added a little ice cream shop in the southeast corner.

The huge red brick YMCA building is still performing its excellent services on the corner of Pope and McClellan for all personnel on the Post. This fine building was erected October 23, 1907, as a memorial to her father by Miss Helen Miller Gould, daughter of the celebrated financier. It is a center for many activities. There was a very popular square dance night for of-



New Printing Plant.

ploys 2 officers, 19 enlisted men, and 80 civilians. The building was completed in September of 1950.

The Army Cooperative Fire Association is still doing business in their basement offices in McNair Hall. Miss Lottie Fuller, Association secretary for years, retired this year after a period of service which made her name a by-word throughout the Army.

Work has been completed on the conversion of Gruber Hall into 12 classrooms which will accommodate 50 students each. The large building has been divided by soundproof sliding partitions. This enables the building to be used either for large assemblies or for small classrooms. It is possible to assemble the entire

ficers and their ladies and one for enlisted men and their girls. The officers' glee club and ladies' choral group practiced there. There was a mixed get-together for sub-teenagers on Saturday evenings called "Play Ops" which they dearly loved. The Brotherhood of Saint Andrew held its monthly supper meetings there. The teen-agers bowled on the basement alleys on Saturday afternoons during the winter. The Boy and Girl Scouts swam in the pool or passed qualifying tests there. Students played badminton or volleyball to keep in trim. Mr. and Mrs. John P. Coughlin, the Director and his wife, both were extremely diligent in many activities and contributed greatly to life on the Post. The YMCA has recently turned over this

facility to the Army. It will hereafter be operated under the special services officer as the Fort Leavenworth Youth Center.

Up in the main building Mrs. Faris is still holding forth in the library. Sgt Pearson has been ordered overseas. Miss Headley is handling the classified materials of the archives, in her customary efficient fashion. Miss Lula Baum, in the visitors' bureau, is a familiar face to returning visitors. She arranges for arrivals and entertainment of all of the visiting dignitaries. In the Class Supervisor's office Miss Grace O'Leary is still keeping schedules and classrooms in order. Miss Nuhn continues to keep the authors out of trouble in Editing and Publications.

Down in the basement under the famous clock tower Bob Baker, the perennial barber, has his shop. His tales of hunting exploits are legend and are backed up by a picture of him on a pheasant shoot. In addition he has autographed pictures of Gen Eddy, Gen Gerow, Gen Eichelberger, as well as specially made facetious diplomas of attest graduation from the Command and General Staff College and Instruction Training. They call the instructor training course humorously the "bull pen."

Mr. Phillips and the Transportation Office are handling with their usual dispatch the tremendous traffic of incoming and outgoing students and their effects.

The coffee shop now occupies the large rear section of Sheridan Hall basement. The teenage ABC (Army Brats' Club) was permitted to use this large room for several of their dances and parties.

The center of the Post geographically is Sumner Place. No doubt in the very old days when it was the parade ground it was the real center of the Post life. A new parking area is being added on the south side of the square to facilitate visitors to graduation exercises.

Boughton Memorial Hall, the Masonic building, faces the Sumner Place Park from the south. This square, modern-Grecian, 2-story, cream brick building was authorized by Act of Congress and completed in 1923. It houses all of the Masonic activities, and under the provisions of the Congressional Act, the Post Office. Mr. William J. Lyons, the Postmaster, has held that position since February 7, 1934.

In back of the Masonic building is the battery of excellent tennis courts. Here Sgt Jones, the tennis professional, keeps a plant which was able to hold with ease the Fifth Army and the All-Army tennis matches the past year. He and Col Huntington Hills were members of both these teams and have done much for the sport on the Post and throughout the Army. A feature of the tennis program this year was an exhibition by a team of professionals including Bill Tilden, Frankie Parker, and Frank Kovacs.

On the southwest corner of the park one of the old red brick buildings houses the Army National Bank. The bank has grown with the Army as witnessed by the following figures:

	Capital	Deposits	Employees
1937	\$ 25,000	\$1,364,231	7
1950	100,000	4,789,936	15

Mr. George Parker, the president, continues to render financial assistance to countless officers of the Army in every part of the world.

To the north of the bank and facing Sumner Place from the west is the WAC barracks. This important part of the Army is in increasing evidence as these new soldiers take over classroom attendant duties and other essential administrative functions, releasing men for combat service.

Down McClellan Avenue and across from the YMCA stands St. Ignatius Chapel. This handsome steepled red brick building was built by the Jesuit priest, Reverend T. H. Kinsella, under the direction of Bishop Louis M. Fink of the Catholic Church. The cornerstone was laid August 18, 1889. There are memorial windows in the chapel to Gen Philip Sheridan and to Mrs. Ellen Ewing Sherman, wife of Gen William Tecumseh Sherman. The property on which the chapel stands was leased from the United States and a revokable license issued by the Secretary of War for the construction of a church June 27, 1884.

Behind the WAC barracks is Building 61 which housed a huge officers' mess during the 1,000-man class period of World War II. A stage has been erected here and the building is used upon occasion as a theater. Here the Parent-Teacher Association holds meetings. It was also the scene of the Dramatic Club plays and Glee Club concerts.

FORT LEAVENWORTH NEWS

Starting with a 2-page mimeograph edition on January 5, 1940, the Post newspaper has matured. It was published then as the *Reception Center News*. It became a real newspaper of four printed pages and cartoons by Milton Caniff and the Wolf by Sansone by November 14, 1942. By January of 1946 the name had been changed to the present caption, *Fort Leavenworth News*. This was an 8-page edition. By 1950 the paper had gone back to 4 pages but was printed as now on slick paper.

Published almost consistently by an enlisted staff the paper has recorded faithfully local events of interest. It has been characterized throughout its long service by outstanding illustrations.

THE US DISCIPLINARY BARRACKS

The Disciplinary Barracks has not changed very much although 12 sentry towers were added around the walls in 1943. Col Rhodes F. Arnold is the present commandant. Since November 6, 1940, the prison has confined on an average some 1,000 prisoners of the Army and Air Force. It has a guard detachment of 362 men and is classed as a "maximum security" installation. The annual report for 1946 showed the cost of operation at \$1,453,575.43. This was offset to some extent by money-making activities of the Disciplinary Barracks, such as:

Laundry	\$135,845.11
Dry Cleaning Plant	34,802.34
Hog Farm	21,124.47

Visitors to the prison that year were the Honorable Robt. P. Patterson, Undersecretary of War; Honorable W. Stuart Symington, Assistant Secretary of War; and Mr. Austin MacCormick, noted penologist and consultant to the Secretary of War, Gens Gerow, Livesay, Weyland, and Louis A. Craig.

The cost of operation in 1951 has risen to \$2,225,283.22. The annual cost per prisoner has risen from \$791.91 to \$1,203.60.

Efforts of the Disciplinary Barracks are directed toward restoring the prisoners to a useful, normal civilian or military career. The many activities of the prison have as a purpose training in some skill which will make the inmate self supporting on the outside. Many of the prisoners are parolees who work at various Post activities outside the walls.

The Disciplinary Barracks operates the Army's only military training company. Men confined in other disciplinary barracks who are considered for restoration to duty are given an 8 week's training course here. If these men make good during this training period they are restored to active duty. These men wear a special patch on their shoulders, a white MTC on a blue background. There are up to 50 men in the training company.

The National Cemetery located west of Bidle Boulevard is a point of special interest. There are some 6,000 graves in the cemetery dating back to the Indian Wars. The oldest is that of Capt James Allen, 1846. All of Custer's ill-fated band are buried there. Here lie Lt. John W. Gattan and Indian guides Noisy Owl, Frosted Bear, and Shango Hango of the convoys to Laramie in the 1850s. Gen Henry Leavenworth, who died July 21, 1834, was moved here from Delhi, New York, and reinterred in 1902. Plans are being made to expand the cemetery by 8 acres toward the north.

On the west edge of the reservation is the Hunt Lodge. This large rustic building, once the scene of hunt breakfasts and gatherings, is still a popular place for picnics and informal parties. It is reached by a scenic drive which skirts the crest of a line of hills which parallels the western edge of the Post. Near the center of this drive is a field piece and memorial plaque to Gen Gruber erected in December of 1941.

To the southeast of the US Disciplinary Barracks is the Lewis and Clarke Junior High School. Together with the George Patton Grade School located in the West Normandy Area these schools provide for about 583 students. The schools on the garrison are operated as a part of the school system of the State of Kansas. The United States also appropriates some funds for the support of these schools. They are also backed by an active school board and well-organized PTA. Mrs. Bertha Clement is principal. Approximately 117 students attended grade and high schools in the town of Leavenworth.

Just to the southeast of the junior high school is located Leigh Hall, the Boy Scout meeting house. Built of field stone with a wide fireplace in the single room assembly hall, this building is the hub of an active Scout movement. Sgt Henry Ford, now in the Far East, was for many

years the Scoutmaster and sparkplug for Troop 66. Scouts and Explorers of this giant size troop take an outstanding part in scouting in the Kansas City area. Participation as a troop in the Scout-o-rama held in the American Royal stock show building in that city is a yearly event planned for months in advance. The Blue and Gold Dinner held annually at the Officers' Mess to open the season features a talk by the Commandant to all scouts and cubs, their parents, and friends.

The Girl Scouts also have an attractive rustic meeting building near the Boy Scout hut. The Girl Scouts also have a permanent camp site on the hill to the right of the Hunt Lodge road.

ACTIVITIES

On Hallowe'en each year the entire station celebrates together. The festivity starts with a parade of spooks led by the band. This parade ranges from toddlers to grown-ups in every variety of costume. A committee of judges is on hand to award prizes for the best masquerade. The parade goes from the chapel through the sally port of the College building and wends its way to giant Gruber Hall. Here a carnival is set up with all kinds of raffle booths, baseball throws, and tests of skill conducted by the

various groups on the Post. A special kiddie land is set up with swings, slides, and a movie for the little tots. Scrip money is purchased for the evening, the proceeds going to the Post Activities Fund. Young and old have a hilarious but harmless Hallowe'en. This year the carnival was held in the hangars of Sherman Field.

An amazing variety of activities is sponsored by the Fort Leavenworth Women's Club. With student officers studying most evenings, it is important to have a diversity of interesting things for the wives to do.

The Art Group worked under an instructor from the Kansas City Art Institute 1 evening a week. Their show toward the end of the year was an impressive display of color and talent. Thomas Hart Benton, the renowned artist, visited the Post this past year and loaned the garrison one of his large pictures to hang in the lounge of the Officers' Mess.

The Current Affairs Group met on Sunday evenings about twice each month. Their program this year was built around talks and panel discussions on most of the countries on the periphery of Communist Russia. Some of the speakers featured were: Dr. and Mrs. Norman Sun of Park College, experts on China; Dr. Edgar Rosen of the University of Kansas City, expert on Germany; Mr. Austin MacCormick,



Hallowe'en Parade.

leading penologist; Mr. Gordon Parkinson, TWA foreign representative and traveller. Many of the speakers were experienced officers of the faculty and students of the Army War College and the Command and General Staff College.

The Ladies' Choral Group staged two delightful concerts during the year. The Post is fortunate in having two talented sopranos, Mrs. Woodrow W. Ham and Mrs. James K. Terry. The choral group combined with the Glee Club to present Gilbert and Sullivan's "Trial by Jury" as a farewell for Gen Eddy, who was a great music lover.

The Women's Club also sponsored a sewing club and a hat-making group. These groups staged a fashion show and a display of their handiwork.

There was a flower arrangement display held under the Club's aegis. Also there was a bridge lesson and duplicate bridge group. The Club also sponsored the Ladies Golf Association.

Not connected with the Women's Club, but contributing greatly to Post life, were the music teachers. Miss Margaret Berry has served as post chapel organist and choir director for years. She has successfully produced outstanding church music over a long period of time. In recognition of this fact the choir was invited to sing at the Cathedral in Kansas City during the past year. Miss Berry and Miss Charity

Baker have taught piano lessons to many scores of Army juniors.

There is an active group of horsemen and women who are organized on the Post as the Fort Leavenworth Riding Association.

One of the nice things about the Post is the greenhouse. Mr. Emil Hinz has for many years produced flowers which have brightened the tables of Fort Leavenworth hostesses or the sick rooms at the hospital.

CONCLUSION

This picture of Fort Leavenworth is impressive in a quiet way. It is a peaceful, homelike backdrop against which to cast the warlike drama of a mighty military school. Its tranquility and beauty, its talent, and its kaleidoscopic activities have endured long enough to be a tradition. Perhaps this assured serenity has more than a little to do with the greatness which has been achieved by so many who have passed this way. Perhaps in this green and gracious Post here in the heart of America, far from the stress and turmoil, there are virtues to be drawn from the homes, from the soil, from the very air we breathe that are purely American. Here among families and friends have America's warriors of two great wars been tried by the testing heat of academic strife and annealed by the cooling softness of this Post. The things the American soldier holds most dear have helped to forge his country's shield.

APPENDIX I

BRIEF HISTORY OF THE GENERAL STAFF

To better understand the history and functioning of a staff college, it would be helpful to know something of the origin and functions of the General Staff itself. What we know as the General Staff got its greatest impetus from the Prussians.¹ Although Gustavus Adolphus used a staff to assist him, he did most of the directing of his army personally. It was Frederick the Great² who may be looked upon as the founder of the modern military staff. This outstanding military genius required only a small staff himself but his thinking and techniques paved the way for modern staff development. It was Frederick who established in 1765 the Academie de Nobles, the first school for staff officers. This school was the forerunner of the famous Kriegsakademie or German War College.

Scharnhorst, Gneisenau, Massenbach, and Muffling³ are famous names in German military thinking and all contributed in evolving the complex of teamwork, duties, and responsibilities required to move, feed, and supply the army of the present. Schellendorff, another famous German writer on staff work (1875), quotes the military authority Clausewitz: "The General Staff is intended to convert the ideas of the general commanding into orders, not only by conveying the former to the troops, but far more by working out all necessary matters of detail, thus relieving the mind of the general from a great amount of trouble."⁴ That is a fair definition even today.

All of the great military captains of history used staffs of a sort. Our captains of industry

have staffs now surprisingly similar in function to a military staff. In the early days the staff consisted mainly of the personal entourage of the commander. With the years the staff developed more useful military functions. In the beginning these functions had to do primarily with requirements of transport and supply. It is not strange, then, that the German Staff was called first the Quartermaster General's Staff.⁵ The additional staff members were at first engineers who attended to fortifications and to facilitating movement of supplies. Later they performed reconnaissance of routes and camp sites. Since the great military leaders were their own strategists and tacticians, few of them employed operations officers. Napoleon's staff was relatively small and not organized according to present day ideas. His Chief of Staff, Berthier, was charged rather with movement and mechanics of the headquarters and orders than with participating in the command function. The Chiefs of Staff of Corps belonging to Napoleon's marshals were more powerful and their staffs relatively larger; 16 for Soult's IV Corps and 24 for Ney's command.

THE AMERICAN GENERAL STAFF

The American staff developed slowly. Washington, fully aware of the importance of a General Staff,⁶ was authorized in 1796 by the Congress only an Adjutant General, Quartermaster General, Commissary General of Stores and Provisions, Paymaster General, Commissary General of Musters, and a Chief of Engineers. Later he got a Wagon Master, a Commissary of Artillery Stores, a Director General of the Medical Department, and a Judge Advocate General. Washington's contribution to military staff thinking was the appointment of Lt Gen Von Steuben of Prussia as the first Inspector General of the Army.

Little progress was made after the Revolu-

¹ Military Intelligence Division, War Department, *The German General Staff Corps* (Washington, D.C., 1946).

² Hittle, *The Military Staff*, "Frederick laid the foundation. Without it it is extremely doubtful if the objectives of Scharnhorst, Gneisenau, and Moltke could ever have been realized."

³ *Ibid*; "Scharnhorst, Gneisenau, Massenbach, and Muffling were those who forged the sword that was the German staff and it was Moltke who used the weapon as a tool of victory in a manner which demonstrated conclusively that a strong staff was an indispensable component of any great nation's military machine."

⁴ Brossart von Shellendorff, *The Duties of the General Staff* (London, 1875).

⁵ Hittle, *The Military Staff*.

⁶ *Ibid*; "In forming an army if a judicious choice is not made of the principal officers and above all of the general staff, it can never be rectified thereafter," Washington letter to Secretary of War McHenry July 4, 1798.

tion despite the steady development of staff work in European armies. Grant's staff in the Virginia campaign was: one chief of staff, two secretaries, seven aides de camp, two assistant adjutants general, one inspector general, one chief quartermaster and assistant, one commissary general of subsistence and assistant, one chief of engineers, one provost marshal general and assistant. It is interesting to note that some of the Army intelligence at this time was furnished by Pinkerton's Detective Agency.⁷ However, it was out of the experience of this war that the realization came of the necessity for trained staff officers. It was this realization which prompted the founding of the School of Application at Fort Leavenworth in 1881.

WHAT IS A GENERAL STAFF

The General Staff is the extension of the personality of the commander.⁸ The modern staff is generally divided into four major functional divisions, i.e. G1, Personnel; G2, Intelligence; G3, Operations and Training; and G4, Supply. These functional divisions are found in all echelons from battalion to the Department of the Army, i.e. battalion, regiment, division, corps, army, army group, theater, and Department of the Army. Their activities are directed by an executive officer or chief of staff. From division and above these are called general staff officers. Under their direction and coordination work members of the Special Staff. The Special Staff is generally divided into the Technical Services: Quartermaster, Ordnance, Transportation, Medical, Signal, Engineer, and Chemical; and the Administrative Services: Adjutant General, Finance, Special Services, Provost Marshal, Inspector General, Judge Advocate, and Chaplain. It is

the mission of the Command and General Staff College to train commanders and general staff officers.

From the time an officer is commissioned in the US Army, usually from a college or the US Military Academy, he goes progressively to school. Basic branch schools teach junior officers pertinent basic tactics and techniques (company level). Each branch of the Army also has an advanced school which teaches more senior officers advanced tactics and techniques (battalion and regimental level). Upon graduation from the advanced school of his branch, approximately 50 percent of all Army officers may be selected to attend a 10-month course at the Command and General Staff College. Here they learn tactics of higher units and techniques of combined arms to include division, corps, and army. Upon graduation a small percentage may be selected to attend a 10-month course at the Army War College. The War College teaches the duties of commanders and staffs of higher army echelons (army group, theater Army, zone of interior) with emphasis upon the Department of the Army.

The American concept of the general staff is quite different from the German idea. Modeled on the Prussian mold the German General Staff became a military caste. Initially it was a blood aristocracy. Although this was modified to permit selection of worthy individuals for staff training the attributes of the caste system remained. The General Staff became a professional military clique trained for offensive war. Its end was to gain ascendancy in all military matters in time of peace so that its power would be unquestioned in time of war. With increasing power the Chief of General Staff gained equal authority with the Minister of War and finally under Moltke displaced this political official. The Minister of War was relegated to the role of mere supplier of money and personnel.

This political tug of war did not take place in this country. The Congress, up to 1903 with the European model of the General Staff ever in mind reluctantly authorized only a bare minimum number of staff positions. Only after a bitter 3 years' struggle did the great statesman, Elihu Root win authorization for an American General Staff. Moreover, military

⁷ F. E. Compton, *Encyclopedia*, p. 405.

⁸ Otto L. Nelson, Jr., Maj Gen, *National Security and the General Staff* (Washington 1946), p. 572: "The General Staff is a part of the command element and it exists only because of the complexity of command. If all commanders of all sized units had the capacity to personally perform the planning, coordination and supervising duties incident to exercising command there would be no justification for a general staff. To perform these tasks the commander of any large unit must have a general staff which as a body acts as his alter ego, greatly enlarging his capacity to command but without taking away from him any of his attributes of command. General staff duties are always the duties the commander would perform himself if he were able to."

men were mindful of the essentially democratic nature of our Army.⁹ This democratic heritage nurtured quite a different general staff from the Prussian pattern. Instead of creating a select hierarchy of lifetime professionals whose best interests were served by promoting war, the American system sponsored a large group of trained specialists to meet the national emergency requirement. It is true that the American staff had a nucleus of trained professionals; however, the interests of this group have been little concerned with the formulation of national policy. Certainly the Command and General Staff College has had no part in national affairs other than the provision of

versatile efficient commanders and staff officers for the Nation's defense.

Along with the courses for regular officers there were habitually courses for training Reserve and National Guard officers of the civilian components of the Army. Of the approximately 18,000 officers graduated from this great staff training school during World War II, the majority were, of course, civilian soldiers. All were imbued with the cooperation and team play which is characteristically American. They were given at Leavenworth the tools of the staff officer's trade. These tools have turned out in the bloody competition of two world wars to be equal to the best.

⁹ John J. McCloy, "In Defense of the Army Mind," *Harper's Magazine* (April 1947), Stimson to the General Officers of the Army September 20, 1945: "You and those whom you represent have shown yourselves brave but not brutal, self confident but not arrogant and above all you have guided and wielded the mighty power of this great country to another victory without loss of our liberties or the usurpation of any power."

APPENDIX II

THE MEN BEHIND LEAVENWORTH

Leavenworth has, like all famous institutions, a heritage of men who have contributed to her greatness. The period 1937 to date includes only a few of those who have by their breadth of vision and clear thinking contributed to the accomplishment of the College mission and as a consequence to the everlasting glory of our great Nation. The accomplishments of most of these individuals with regard to the College have been covered in preceding chapters.

BRIGADIER GENERAL CHARLES M. BUNDEL

Brig Gen Charles M. Bundel's contribution can best be summarized by an excerpt from a speech to the class at Fort Leavenworth by his successor, Gen Lesley J. McNair, who said on June 20, 1939:

"I know that we all miss today another distinguished soldier—the one whom you have full right to think of as Commandant—General Bundel. It was while we both were here right after the war that I first came to know his fine qualities. He was not noisy, but he thought hard and deeply and soundly. No one could have been more concerned for the happiness and welfare of his command. His faith in this school was abiding, and you may be sure he found greatest satisfaction and pleasure in terminating his service here. I know that he will be touched to learn that we are missing him and hailing his contributions to the school and to the Army."

With some prophetic insight Gen Bundel said of Leavenworth:

"This school is also a great military laboratory in which tactical and strategic doctrines and methods applicable to large units are studied, crystallized, and tested. The success or failure of our armies will depend largely upon the soundness of the doctrines and methods they employ. To a considerable degree therefore the future of our country is being written right within these walls."

BRIGADIER GENERAL LESLEY J. McNAIR

Brig Gen Lesley J. McNair, as Commandant, spoke to the graduating class of the College on June 20, 1939. He was an artilleryman and

drew an apt metaphor in comparing the equipment gained by the students to artillery ammunition. In relating that two Leavenworth graduates had attained the position of Chief of Staff of the Army, he said:

"The two Chiefs of Staff did not carry their Leavenworth ammunition around in their caissons. They have been firing it ever since with deadly effectiveness, in producing results of benefit to the service first and secondarily to the everlasting credit of Leavenworth and themselves."

In this simple, direct analogy, Gen McNair typified the type of thinking which he contributed to the College and later as trainer of the combat armies to the Nation as a whole. This splendid soldier and thinker devised a grading system called after him the McNair "Law of Merit" which combined grades on marked problems to produce final student class standings with results quite similar to the present system of standard deviations. His untimely and tragic death as a result of our own bombing while observing combat operations in Normandy was a great loss to the Armed Forces and the country. Fortunately, his stupendous job of building the Nation's ground forces and training them into fighting teams was then almost complete. His accomplishments are rich evidence of the high quality and clear, down-to-earth thinking which Gen McNair gave to the Command and General Staff School.

BRIGADIER GENERAL EDMUND L. GRUBER

Brig Gen Edmund L. Gruber was a lean, serious looking soldier whose dignified mien belied the nickname "Snitz" and the music hidden underneath. Maj Gen Robert M. Danford, a close personal friend, then Chief of Field Artillery, spoke of Gen Gruber to the graduating Third Special Class June 21, 1941, soon after Gen Gruber's sudden death. He said of the author of the famous artillery song: "A man of restless driving energy, a man always intolerant of inefficiency, intolerant of officers who did not exert themselves. . . he lived and exemplified the best traditions of the service."

BRIGADIER GENERAL H. H. FULLER

Brig Gen H. H. Fuller came to the school from duty as military attaché to France. In this position he witnessed the German entry into Paris. He was alarmed by American complacency in the face of grave danger and made talks on his experiences and conclusions to the class during his tour as Commandant. He obtained jeeps, then very new, by rehabilitating some damaged in the Louisiana Maneuver area to make student reconnaissance on problems more realistic. He put in a drainage system on the Sherman Field area and strengthened the dikes to prevent the annual flooding. General Fuller was an active man personally supervising the project in his own jeep. His aide ran a bulldozer, they say. A sudden order in November 1941 to take command of a combat division, the 41st, which he fought in the New Guinea Campaign undoubtedly pleased this restless soldier.

MAJOR GENERAL KARL TRUESDELL

Maj Gen Karl Truesdell bore the brunt of the expansion of the school to meet the wartime mission. He brought a world of varied experience to the task. He entered the Army as an enlisted man in 1901 and by 1904 earned a commission as second lieutenant of Infantry. His first contact with Leavenworth was in 1911 when he was ordered to the Army Signal School here. After service in World War I he returned to Fort Leavenworth in 1920 as an instructor in the General Service Schools. He graduated from the Army School of the Line, from the General Staff School also at Leavenworth, and remained as an instructor. He later graduated from the Army War College and the Naval War College and served on the War Department General Staff. He then served with the 15th Infantry in Tientsin, China, and upon his return to the States as Director of the Intelligence Course at the Army War College. He commanded the 16th Infantry at Fort Jay, New York, and the Infantry Section of the 1st Division. He assumed command of the 1st Division and later commanded VI Corps from October to December 1940. In March of 1942 he was ordered to Fort Leavenworth where he remained through the war. It is typical of this fine soldier that he appreciated the great responsibility and importance of his Leavenworth

assignment in spite of undoubted disappointment at being deprived of wartime command of troops. His vision, his grasp of the job to be done, and his vigorous execution of a somewhat unglamorous task in time of war are a great tribute to Gen Truesdell. There is no doubt whatsoever that his contribution to the armed forces and to the Nation in time of great stress was outstanding.

LIEUTENANT GENERAL LEONARD T. GEROW

Lt Gen Leonard T. Gerow like Gen Marshall is a graduate of Virginia Military Institute. He was appointed second lieutenant upon graduation in 1911. He first served at Fort Leavenworth with the 19th Infantry in January 1912. After service in World War I and in Washington with the Chief of Infantry and with the War Department General Staff, he came to the Command and General Staff School. He graduated an honor student in 1926. After duty in the Office of the Assistant Secretary of War he graduated from the Army War College in 1931. He was Chief of Staff of the experimental 2d Division at Fort Sam Houston, Texas, in 1939. In 1940 he was assigned to the Infantry School, where he was Assistant Commandant for a short time. In December 1941 he was appointed Chief of the War Plans Division of the War Department General Staff. He later commanded the 29th Infantry Division and then V Corps. He commanded this corps through the Normandy invasion and until January 15, 1945, when he was given command of the Fifteenth Army. He assumed command of Fort Leavenworth in October 1945.

Gen Gerow had experience with all levels of the Army school system, having been Commander of the Signal Corps School at Fort Sam Houston in 1919 and Assistant Commandant of the Chemical School in 1931. His record as a combat commander and General Staff planner attest his high caliber and his eminent qualifications for his duty as Commandant of the Command and General Staff College and to head the board to study the Army educational system. His selection for these tasks at the crucial reorganizational period which followed World War II is again evidence of the care and wisdom of those who have the welfare of the Army and the defense of our Nation in their custody.

LIEUTENANT GENERAL MANTON S. EDDY

Lt Gen Manton S. Eddy was commissioned second lieutenant in 1916. He attended the First Provisional Officer's Course at Fort Leavenworth in March 1917. He was assigned to the Infantry Board at Fort Benning, Georgia, after serving as a unit commander during World War I. He completed the 2-year course at the Command and General Staff School in 1934 and remained for 4 years as an instructor. He became Assistant Division Commander of the 9th Infantry Division and later as division commander took the division to North Africa. After leading the 9th Division in campaigns in Africa, Sicily, and France, Gen Eddy was assigned to command the XII Corps of Gen Patton's Third Army. He was appointed Chief of Information for the Department of the Army in 1947. He was assigned to Leavenworth in January 1948 and left in June 1950 to take command of the Seventh Army in Europe. This splendid administrator and leader, endowed with sympathy, kindness, and interest in all about him, surrounded himself with able assistants and was thereby able to guide the school and the Post through an era characterized by progress and friendliness. In addition, Gen Eddy was able to give his time to other essential duties and studies such as the Eddy Board Report which completed the crystallization of the postwar Army school system.

MAJOR GENERAL HORACE L. McBRIDE

Maj Gen Horace L. McBride started his career of association with the business of Army education soon after he was commissioned in 1916. He was instructor at the Officers' Training Camp, Fort Meyer, Virginia, in 1917. After combat service with the artillery overseas in World War I he returned to a battalion command and to graduate from the Artillery School at Fort Sill, Oklahoma. In 1923 he was assigned as Assistant Professor of Military Science and Tactics at Yale University, New Haven, Connecticut. He graduated from the Command and General Staff School in June 1928 and went to the Artillery School as an instructor. He graduated from the Army War College in 1936 and was assigned as instructor at the Command and General Staff School. During World War II he was Division Artillery Commander and later Division Commander of the

80th Infantry Division. As a part of the Third Army, the division fought throughout the campaigns in Europe and remained for the occupation. Gen McBride commanded the XX Corps until its deactivation and subsequently the 9th Division. He organized and headed the American Military Mission to Turkey at Ankara from August 1947 to August 1950. He assumed command of the Command and General Staff College October 6, 1950, and of the Post July 1, 1951.

BRIGADIER GENERAL HARLAN N. HARTNESS

Brig Gen Harlan N. Hartness was Assistant Commandant from May 1948 until June 1950 and Acting Commandant until the arrival of Gen McBride October 6, 1950. He was a graduate of the Command and General Staff School in 1935 and of the Kriegssacademie in Berlin in 1937. He was an instructor at West Point and the Command and General Staff School and served 2 years in the G3 Division of the War Department General Staff. He was Assistant Division Commander of the 94th and 26th Divisions during World War II and of the 7th Division on Korean occupation duty. He was Acting Division Commander of both the 26th and the 7th Divisions for short periods. He contributed much to the Army's program of providing manuals for instruction of its expanding Army. His keen interest and alert attention to detail coupled with sound thinking contributed substantially to accomplishment of the College mission during his extensive connection with it. He was rewarded by command of the 4th Infantry Division and recent promotion to the rank of major general.

However, this outstanding assemblage of commandants, regardless of their superb qualifications could not have succeeded except for a group of exceptionally able assistant commandants. These men supervised the production and presentation of the actual College instruction, consequently bearing a huge burden in detail and determination of quality.

Col K. B. Edmunds was Assistant Commandant from 1938 to July 1941. He saw the transition from the long course to the short wartime courses and undoubtedly contributed much to the planning involved in the transition. He advocated the reorganization of the faculty along General Staff lines and adoption of the small

class system and other measures which were subsequently placed in effect.

Brig Gen William A. Campbell was Assistant Commandant in 1944 and 1945. Graduate and instructor of the Command and General Staff College and graduate of the Army War College, Gen Campbell added distinguished service in both World Wars to the experience he brought to his assignment at the College.

Maj Gen Otto P. Weyland, Air Force combat veteran, was brought to the College in 1945 to give balance to the faculty and to increase emphasis on air instruction in keeping with the increased importance of the air arm. He was a graduate of the Command and General Staff course in 1938. It is interesting to note that Gen Weyland has recently been assigned to the command of the Tactical Air Forces in the Far East.

Maj Gen William F. Dean is another famous Assistant Commandant (June 1946 to September 1947). Gen Dean was a graduate of the Command and General Staff School, 1936, and of the Industrial College of the Armed Forces and the Army War College. He was Division Commander of the 44th Infantry Division in World War II and was reported missing in action while leading another division the 24th Infantry Division, in the fighting at Taejon, Korea. The influence of such prominent combat commanders on the thinking and operation of the College has been profoundly beneficial in keeping the instruction eminently practical.

Col Harry E. "Machine gun" Kelly was Acting Assistant Commandant under Gen Harness in 1950 and up to the time of his departure in May 1951. He attained his nickname as an

instructor of weapons at the Infantry School from 1933 to 1937. He graduated from the Command and General Staff College in 1938. He also served as instructor at the College before service overseas as regimental commander with the 30th Infantry Division. A born instructor, Col Kelly contributed richly to the College from his fund of experience and sound tactical background.

Other Acting Assistant Commandants who gave much to advancement of the College mission and reputation were Col M. C. Shallenberger, Brig Gen A. W. Pence, and Col (later Maj Gen) G. R. "Doc" Cook.

It is a difficult task to name all of the individuals whose wealth of experience, devotion to duty, and breadth of vision have in sum made of this College the institution it is today. The numbers will mount closely to the total figure of the faculty as it has been constituted year after year. Certainly the department heads, section chiefs, not to mention the individual authors, are greatly deserving of recognition and acclaim. Another large group which merits great praise is the large number of enlisted men and women and those faithful ones, the civilian employees, who give year after year unstintingly of their time and effort. For it is not the great men alone who have made for this institution its mighty record of outstanding success, though theirs was the guiding hand; but the total of brains, blood, sweat—yea and even tears—which went into the task from all of the team. To them is due the largest measure of the credit, to them let us give the accolade "well done."

APPENDIX III
CHRONOLOGY OF EVENTS 1937-1951

Smith Lake designated	General Order 6, 1937 for Maj Gen Harry A. Smith, Commandant 1923-25	
Brig Gen Bundel departed command	March 23, 1939	
Units Present: 3d Bn, 17th Inf	1938	
Troop A, 10th Cav	1939	
Brig Gen Lesley J. McNair in command	April 1939-October 1940	
Last Regular Class Graduation	1 February 1940	
Special class scheduled	March 11-	Not held.
Brig Gen E. L. Gruber, assumed command	June 10, 1940.	
<i>First Special Class</i>	November 5, 1940	
Opened 0900	November 30, 1940	Grant Hall
<i>Second Special Class</i>	February 1, 1941,	Theater
Graduation	February 8, 1941,	Theater
<i>Third Special Class</i>	April 12, 1941,	Theater
Graduation	April 19, 1941,	Theater
Band 20th Inf Inactivated	June 1, 1941.	
Gen E. L. Gruber, funeral	June 2, 1941	Col Converse R. Lewis assumed command
	Graduation	Theater
Brig Gen H. H. Fuller assumed command	June 21, 1941,	
<i>Fourth Special Class</i>	June 24, 1941	
Graduation	June 28, 1941,	Theater
<i>Fifth Special Class</i>	August 30, 1941,	Theater
Graduation	October 4, 1941,	Theater
<i>Sixth Special Class</i>	December 6, 1941,	Theater
(Cir 16 W/D) 7-day week	December 13, 1941,	Theater
1st New Div Course	January 1942	
	Graduation	
<i>Seventh Special Class</i>	January 26, 1942,	Theater
Maj Gen Karl Truesdell assumed command	February 14, 1942	Theater
	Graduation	
<i>Eight Special Class</i>	February 21, 1942	
Graduation	March 5, 1942	
Col James C. Marley, FA, reported	April 25, 1942,	Theater
<i>Ninth Special Class</i>	May 2, 1942,	Theater
Suspended Leavenworth Museum	July 4, 1942,	Theater
<i>Tenth Special Class</i>	July 4, 1942,	Commandant, USDB
<i>Second SOS Class</i>	July 11, 1942,	Theater
<i>Second AOC Class</i>	July 13, 1942	
<i>Eleventh Special (GS) and Third SOS Class</i>	November 21, 1942,	Theater
<i>Eleventh Special (GS) Third SOS, Third AOC Class,</i>	Graduation 0900, January 30, 1943,	Andrews 1
		Gruber 1
		Gruber 1

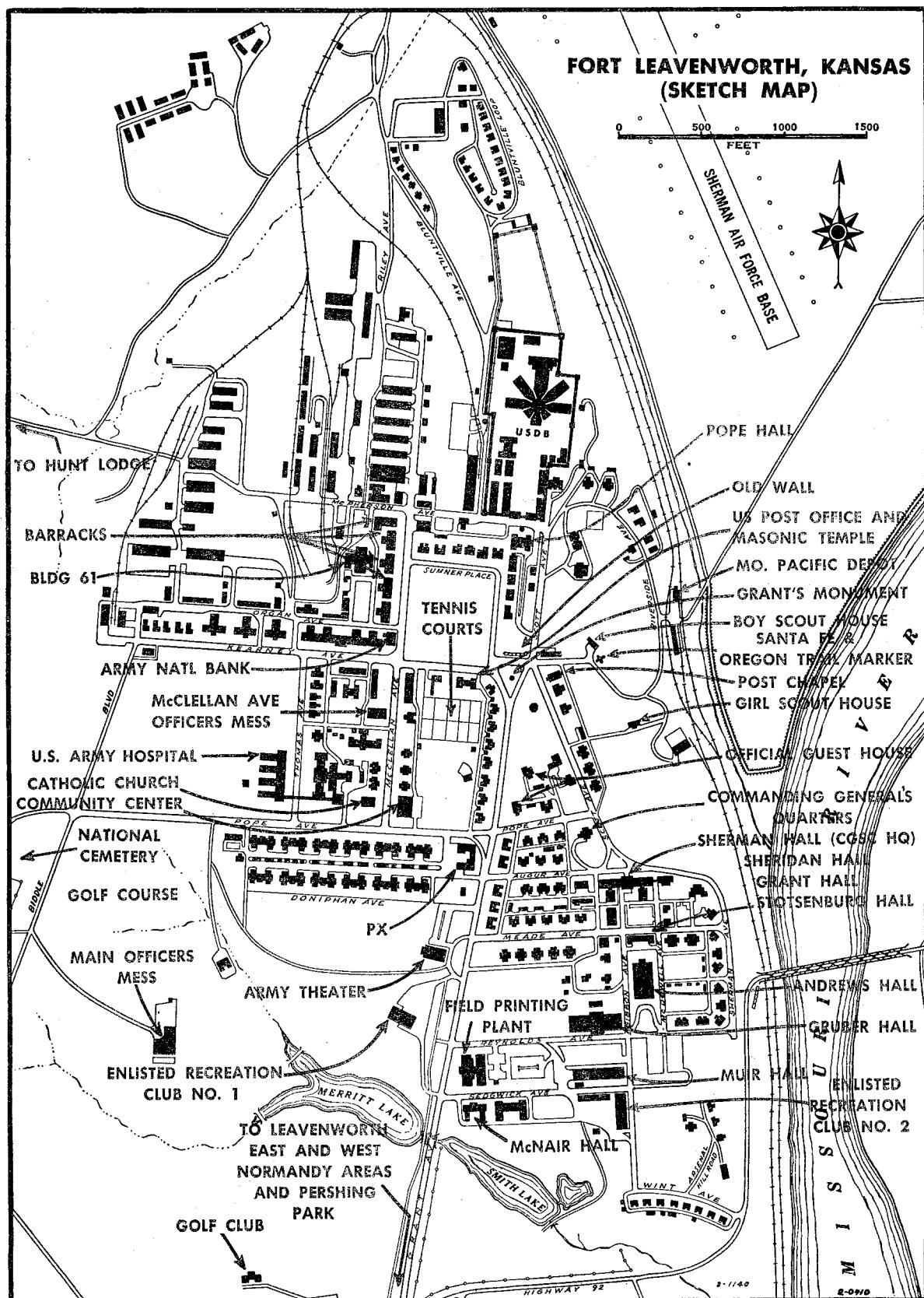
¹ Compiled from General Orders, Ft Leavenworth, Kansas. 1937-1950.

<i>Twelfth General Staff,</i>		
<i>Fourth SOS Class</i>	0800, February 8, 1943,	Gruber 1
<i>Fourth ASF Class</i>	Graduation 0900, April 10, 1943,	Gruber 1
<i>Thirteenth General Staff,</i>		
<i>Fifth SOS Class</i>	Graduation 0900, June 19, 1943,	Gruber 1
<i>Fourteenth General Staff,</i>		
<i>Sixth SOS Class</i>	0800, June 28, 1943	Gruber 1
Presentation of Silver Star posthumously to Mr. Samuel Z. Eismont	1400, July 31, 1943,	Polo Field
for Pfc Joseph D. Eismont, first of many presentations, by Gen Truesdell	Graduation 0900, August 28, 1943,	Gruber 1
Presentation to faculty member (Silver Star for gallantry at El Guettar)	1630, September 29, 1943	
Lt Col William A. Cunningham—by Gen Truesdell (indicating brought back from combat)		
Lt Col Chandler H. Johnson (LM) (to student (USMC))	1630, October 20, 1943,	Andrews 1 by Col Shal- lenberger
Tulagi, Guadalcanal, Solomon Islands		
<i>Sixteenth</i>		
<i>Eighth SOS Class</i>	0800, November 15, 1943,	Gruber 1
Muir Hall named (Bldg 285) for Maj Gen Charles H. Muir, Commandant, 1919-20	GO 8, 1944	
First anniversary of WAC detachment	1600, May 27, 1944	
<i>Eighteenth General Staff Class</i>	Graduation 1330, June 8, 1944,	Gruber 1
Infantry Day observed	Thursday, June 15, 1944	
McNair Hall (Bldg 286)	April 1939-July 1940	named for Lt Gen Lesley J. McNair, Commandant
Guard consisted of seven watchmen and two patrol watchmen, duty officer C&GSS	July 10, 1944	
<i>Twentieth General Staff Class</i>	Graduation 1330, August 17, 1944,	Gruber 1
<i>Twenty-first General Staff Class</i>	Graduation 1330, October 26, 1944, 0800, October 30, 1944,	Gruber 1 Gruber 1
Andrews Hall (Bldg T-801 named	January 17, 1945	for Lt Gen Frank M. Andrews— graduate C&GSS 1929
Memorial service held all Post Chapels,	Sunday, April 15, 1945	for President Franklin Delano Roosevelt
Meritorious Service Unit Plaques presented to following units:		
Armed Forces Induction Station,		
WD Personnel Center	June 7, 1945	
Special Training Unit, WD Personnel Center	June 7, 1945	
Detachment Medical Department, Sta Comp, SCU 1773	July 16, 1945	
WAC Detachment	July 25, 1945	
Maj Gen Otto C. Weyland, assumed command	October 22, 1945	
Lt Gen Leonard T. Gerow, assumed command	November 2, 1945	
Maj Gen William F. Dean assumed command during temporary absence of Maj Gen Otto P. Weyland, also Gerow	December 10, 1945 July 25, 1947	
<i>Twenty-sixth General Staff Class</i>	Graduation 1330, February 2, 1946,	Gruber 1
<i>First Command Class</i>	Graduation 0900, February 27, 1946,	Grant Hall

C&GSS redesignated College, GO 25.	May 29, 1946	
<i>Twenty-seventh General Staff Class</i> Graduation 0900, May 31, 1946,		Gruber 1
<i>Second Command Class</i> Graduation 0900, July 31, 1946,		Theater
<i>1946-47 Regular Class</i> Opening September 4, 1946		
Graduation 0800, July 3, 1947		Gruber 1
<i>1947-48 Regular Class</i>	August 30, 1947	
Normandy Area designated	September 12, 1947	
Names—Buckner Drive—Lt Gen Simon Bolivar Buckner		
Stilwell Avenue—Gen Joseph W. Stilwell		
Rose Circle—Maj Gen Maurice Rose		
King Avenue—Maj Gen Edward Leonard King		
<i>1947 Associate Class</i>	Opening January 6, 1947	
	Graduation April 5, 1947	
Redesignated CGSC, GO 16	April 25, 1947	
<i>1948 Associate Class</i>	Opening January 5, 1948	
	Graduation 0900, April 3, 1948,	Theater
1947-48 Regular—44 graduates early	May 4, 1949,	Grant
Brig Gen Harlan N. Hartness, Assistant Commandant		
relieved Col Donald C. Faith	June 4, 1948	
<i>1947-48 Regular Class</i>	Graduation 1000, July 2, 1948	Sumner Place
<i>1948-1949 Regular Class</i>	0800, September 1, 1948,	Gruber
<i>1949 Associate Class</i>	0800, January 3, 1949,	Andrews
Assumption of Command, Maj Gen J. M. Swing	July 6, 1950	
<i>1950-51 Regular Class</i>	0800, September 6, 1950,	Gruber
Maj Gen Horace L. McBride announced		
Commandant, CGSC	October 6, 1950	
Col Henry E. Kelly, Inf, announced acting		
Assistant Commandant	October 17, 1950	

APPENDIX IV

MAP OF POST



APPENDIX V
COMMANDANTS FROM 1937 TO 1951

<i>Name</i>	<i>From</i>	<i>To</i>
Brig Gen Charles M. Bundel	June 1936	March 1939
Brig Gen Lesley J. McNair	April 1939	October 1940
Brig Gen Edmund L. Gruber	October 1940	May 1941
Brig Gen Horace H. Fuller	June 1941	March 1942
Maj Gen Karl Truesdell	March 1942	November 1945
Lt Gen Leonard T. Gerow	November 1945	January 1948
Lt Gen Manton S. Eddy	January 1948	July 1950
Brig Gen Harlan N. Hartness (Acting Commandant)	July 1950	October 1950
Maj Gen Horace L. McBride	October 1950	Present

APPENDIX VI
ASSISTANT COMMANDANTS FROM 1937 TO 1951

<i>Name</i>	<i>From</i>	<i>To</i>
Col J. A. McAndrew, Inf	June 1936	March 1937
Brig Gen F. W. Honeycutt	March 1937	September 1938
Col K. B. Edmunds, Cav	September 1938	July 1941
Col Martin C. Shallenberger	July 1941	June 1944
Brig Gen William A. Campbell (Acting)	August 1944	September 1945
Maj Gen Otto P. Weyland	September 1945	June 1946
Maj Gen William F. Dean	June 1946	September 1947
Brig Gen Harlan N. Hartness	May 1948	October 1950
Col Harry E. Kelly (Acting)	October 1950	April 1951
Col Max S. Johnson	April 1951	Present

APPENDIX VII
CLASS DIRECTORS FROM 1937 TO 1951

<i>Name</i>	<i>From</i>	<i>To</i>
Lt Col Thompson Lawrence, Inf Director, Regular Course	July 1936	June 1937
Lt Col J. B. Crawford, CAC Director, Special Course and Extension Course	July 1936	June 1937
Col Kinzie B. Edmunds, Cav Director, Regular Course	July 1937	June 1938
Col Cary I. Crockett, Inf Director, Special Course and Extension Course	July 1937	January 1940
Col John W. Lang, Inf Director, Regular Course	September 1938	June 1939
Col Martin C. Shallenberger, Inf Director, Regular Course	August 1939	June 1940
Lt Col Raymond E. McQuillin, Cav Director, Special Course and Extension Course	February 1940	June 1940
Col Walter A. Pashley, QM Director, Service Staff Class		July 1943
Lt Col B. L. Paige, CAC Director, General Staff Course	September 1943	November 1943
Col William Nalle, Cav Director, General Staff Course	June 1942	September 1943
Col M. F. Moyer, Air Corps Director, General Staff Class—Air	March 1944	February 1946
Col Willet J. Baird, Inf Class Director, Service Staff Course	July 1943	June 1946
Col John H. Van Vliet, Inf Director, New Divisions Course		
Class Director, General Staff Course Course Director, Regular Course	August 1942	January 1947
Col Henry J. Schroeder, SC Course Director, Regular Course	July 1947	August 1948
Col Haskell H. Cleaves, SC Class Supervisor	August 1948	June 1950
Col Harwood Marshall Class Supervisor	June 1950	Present

APPENDIX VIII

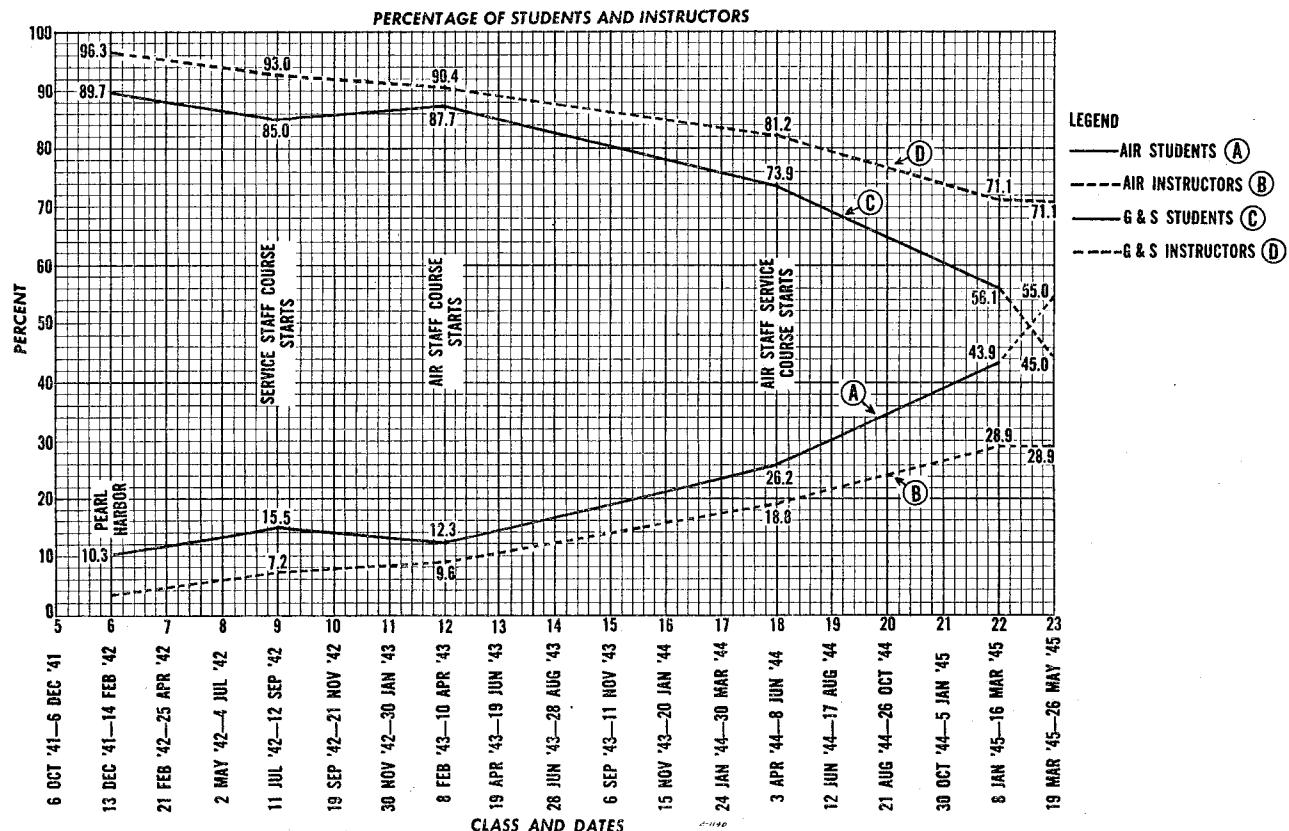
SECRETARIES AND EXECUTIVE OFFICERS FROM 1937 TO 1951

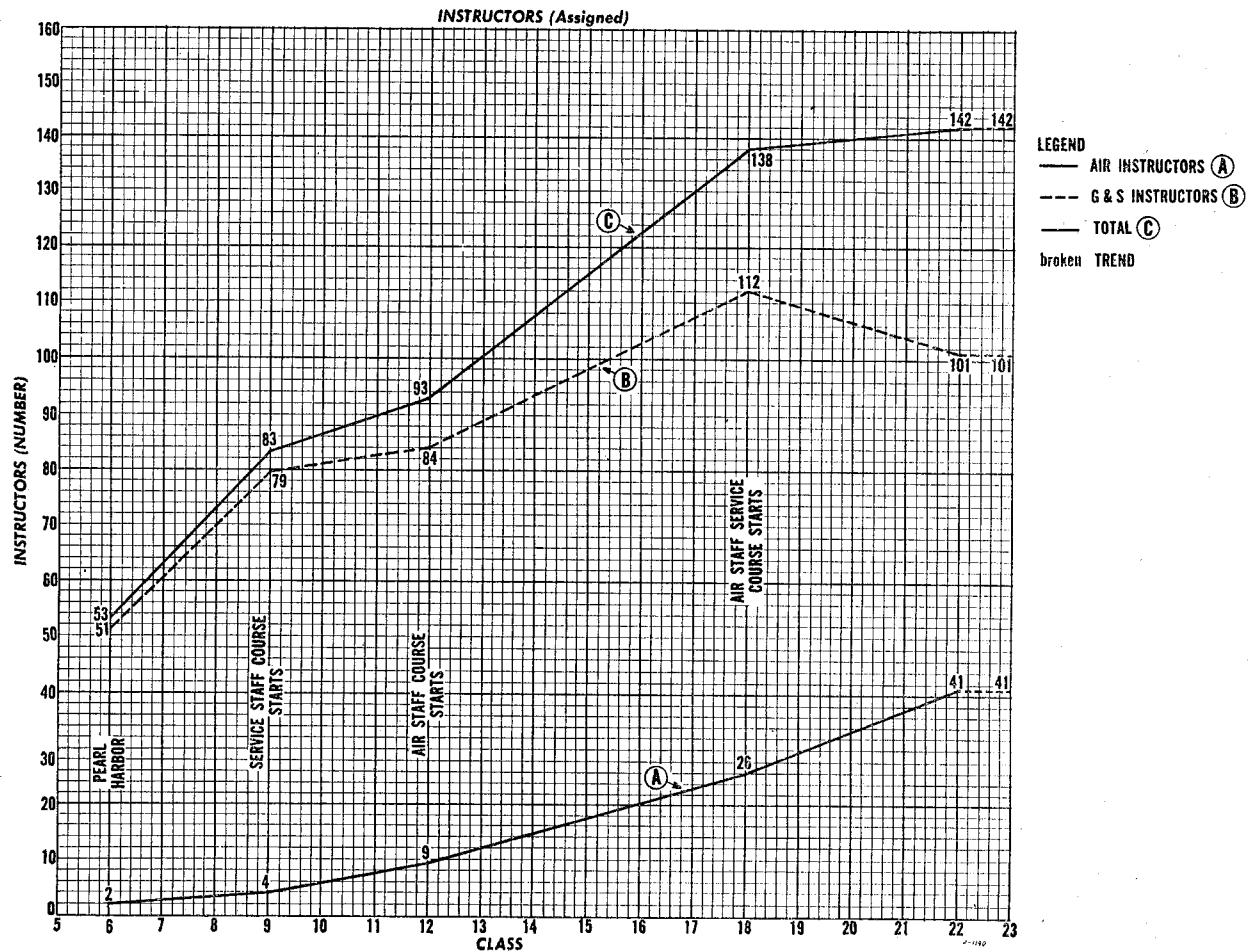
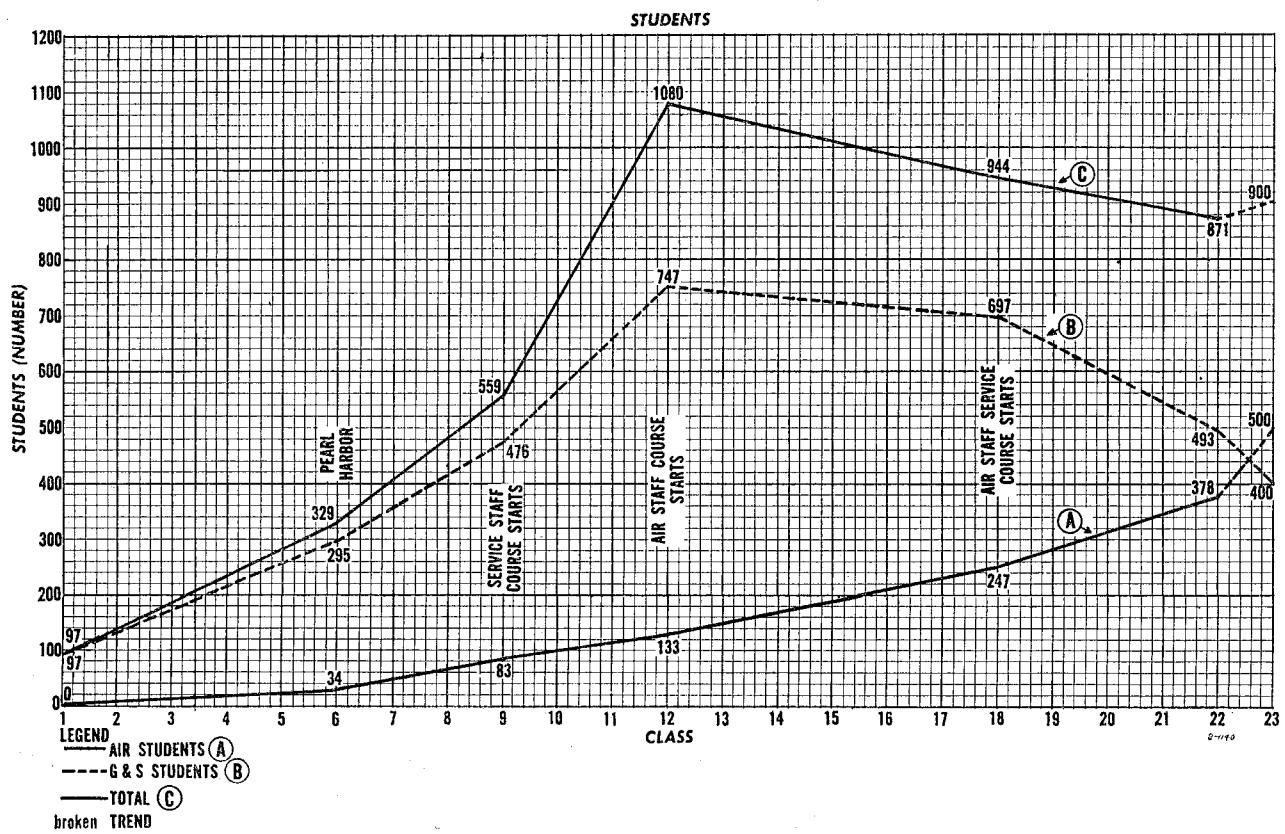
Name	From	To
Lt Col Frederick Gilbreath, Cav Executive Officer *	June 1935	June 1939
Lt Col William R. Nichols, CAC Secretary *	January 1935	June 1936
Lt Col F. Gilbreath, Cav	June 1936	May 1939
Lt Col P. R. Davison, Cav	May 1939	January 1941
Col Dana C. Schmahl, FA Executive and Secretary	January 1941	March 1946
Lt Col Walter R. Kreinheder	March 1944	January 1947
Col John H. Van Vliet, Inf	January 1947	June 1949
Col Earl C. Bergquist	July 1949	July 1950
Col Thomas B. Hedekin	July 1950	Present

* Duties of Executive Officer and Secretary separated from January, 1935, to June, 1936.

APPENDIX IX

CHART FACULTY AND STUDENTS DEC 1940—MAR 1945





APPENDIX X
ORDER OF BATTLE, EUROPEAN AND PACIFIC THEATERS OF OPERATIONS
MAY 7, 1945¹

	<i>Graduate</i>	<i>Year</i>	<i>Position</i>
Gen Dwight D. Eisenhower	C&GSS	1926	Supreme Comdr, Allied Forces
Maj Gen M. B. Ridgway	C&GSS	1935	Comdr, XVIII Corps
Maj Gen L. E. Oliver ²	C&GSS	1928	
Maj Gen R. W. Hasbrouck ²	C&GSS	1934	
Maj Gen J. M. Gavin	C&GSS	1942	
	GS CI 7		
Maj Gen B. E. Moore	C&GSS	1939	
Gen Omar N. Bradley	C&GSS	1929	Comdr, 12th Army Gp
Lt Gen W. H. Simpson ²	C&GSS	1925	Comdr, Ninth Army
Maj Gen A. C. Gillem, Jr.	C&GSS	1923	Comdr, XIII Corps
Maj Gen P. W. Baade ²	C&GSS	1924	
Maj Gen A. R. Bolling	C&GSS	1935	
Maj Gen F. A. Keating	C&GSS	1939	
Maj Gen J. B. Anderson ²	C&GSS	1925	Comdr, XVI Corps
Maj Gen C. H. Gerhardt	C&GSS	1933	
Maj Gen R. E. Porter	C&GSS	1935	
Maj Gen I. T. Wyche ²	C&GSS	1925	
Maj Gen H. L. Twaddle ²	C&GSS	1923	
Maj Gen R. S. McLain	C&GSS	1938	Comdr, XIX Corps
	Sp NG Off Crse		
Maj Gen I. D. White	C&GSS	1939	
Maj Gen J. M. Devine	C&GSS	1938	
Maj Gen L. S. Hobbs	C&GSS	1934	
Maj Gen R. C. Macon	C&GSS	1931	
Gen Courtney H. Hodges ²	C&GSS	1925	Comdr, First Army
Maj Gen E. P. Parker, Jr.	C&GSS	1925	
Lt Gen J. L. Collins	C&GSS	1933	Comdr, VII Corps
Brig Gen Doyle O. Hickey	C&GSS	1936	
Maj Gen L. A. Craig	C&GSS	1931	
Maj Gen Emil F. Reinhardt ²	C&GSS	1923	
Maj Gen Terry Allen ²	C&GSS	1926	
Maj Gen Troy H. Middleton ²	C&GSS	1924	Comdr, VIII Corps
Brig Gen George W. Read, Jr.	C&GSS	1941	
	5th GS Cl		
Maj Gen William R. Schmidt	C&GSS	1928	
Maj Gen Frank L. Culin, Jr. ²	C&GSS	1930	
Maj Gen Thomas D. Finley ²	C&GSS	1933	
Gen George S. Patton, Jr.	C&GSS	1924	Comdr, Third Army
Maj Gen Harold W. Blakeley ²	C&GSS	1936	
Maj Gen James A. Van Fleet	C&GSS	No	Comdr, III Corps
Maj Gen A. J. Barnett	C&GSS	1933	

¹ Biennial Report of the Chief of Staff, US Army, July 1, 1943 to June 30, 1945 to the Secretary of War, pp. 53 and 87.

² Retired.

	<i>Graduate</i>	<i>Year</i>	<i>Position</i>
Maj Gen Albert C. Smith	C&GSS	1936	
Maj Gen Walter E. Lauer ²	C&GSS	1938	
Maj Gen Clarence R. Huebner	C&GSS	1925	Comdr, V Corps
Maj Gen John W. Leonard	C&GSS	1928	
Brig Gen John L. Pierce ²	C&GSS	1938	
Maj Gen Clift Andrus	C&GSS	1930	
Maj Gen Walter M. Robertson	C&GSS	1926	
Brig Gen Milton B. Halsey	C&GSS	1933	
Maj Gen Stafford Leroy Irwin	C&GSS	1927	Comdr, XII Corps
Maj Gen William M. Hoge	C&GSS	1928	
Maj Gen Holmes E. Dager ²	C&GSS	1931	
Maj Gen Albert E. Brown ²	C&GSS	1925	
Maj Gen Willard S. Paul ²	C&GSS	1935	
Maj Gen Herbert L. Earnest ²	C&GSS	1934	
Lt Gen Walton H. Walker	C&GSS	1926	Comdr, XX Corps
Maj Gen John Milliken ²	C&GSS	1926	
	12th GS Cl	1943	
Maj Gen Stanley E. Reinhart ²	C&GSS	1932	
Maj Gen Willard G. Wyman	C&GSS	1937	
Maj Gen Horace L. McBride	C&GSS	1928	
Lt Gen Leonard T. Gerow	C&GSS	1926	Comdr, Fifteenth Army
Maj Gen Herman F. Kramer ²	C&GSS	1933	
Maj Gen Donald A. Stroh ²	C&GSS	1933	
Maj Gen Ernest N. Harmon ²	C&GSS	1933	Comdr, XXII Corps
Maj Gen William M. Miley	C&GSS	1938	
Maj Gen Harry J. Malony ²	C&GSS	1926	
Maj Gen Hugh J. Gaffey	C&GSS	1936	
Maj Gen Norman D. Cota ²	C&GSS	1931	
Gen Jacob L. Devers ²	C&GSS	1925	Comdr, 6th Army Gp
Lt Gen Alexander M. Patch	C&GSS	1925	Comdr, Seventh Army
Maj Gen Roderick R. Allen	C&GSS	1928	
Maj Gen Louis Hibbs ²	C&GSS	1927	
Maj Gen Robert T. Frederick	C&GSS	1939	
Maj Gen W. A. Burress	C&GSS	1931	
Maj Gen Frank W. Milburn	C&GSS	1933	Comdr, XXI Corps
Maj Gen Maxwell D. Taylor	C&GSS	1938	
Maj Gen John E. Dahlquist	C&GSS	1931	
Lt Gen Wade H. Haislip	C&GSS	1925	Comdr, XV Corps
Maj Gen Orlando Ward	C&GSS	1926	
Maj Gen John W. O'Daniel	C&GSS	1939	
Maj Gen Harry J. Collins	C&GSS	1934	
Maj Gen Harris M. Melasky ²	C&GSS	1935	
Maj Gen Edward H. Brooks	C&GSS	1934	Comdr, VI Corps
Maj Gen William H. H. Morris, Jr.	C&GSS	1925	
Maj Gen William F. Dean	C&GSS	1936	
Maj Gen Anthony C. McAuliffe	C&GSS	1937	
Lt Gen Lewis H. Brereton	C&GSS	1928	Comdr, First Allied Abn Army
Maj Gen Elbridge G. Chapman, Jr. ²	C&GSS	1938	

² Retired.

AIR FORCE COMMANDERS—ETO

	<i>Graduate</i>	<i>Year</i>	<i>Position</i>
Gen Carl A. Spaatz	C&GSS	1936	Comdr, Strategic Air Forces
Lt Gen James H. Doolittle	C&GSS	No	Comdr, Eight Air Force
Maj Gen Howard McC. Turner	C&GSS	No	
Maj Gen William E. Kepner	C&GSS	1937	
Maj Gen Earle E. Partridge	C&GSS	1938	
Lt Gen Hoyt S. Vandenberg	C&GSS	1936	Comdr, Ninth Air Force
Maj Gen Samuel E. Anderson	C&GSS	No	
Maj Gen Elwood R. Quesda	C&GSS	No	
Maj Gen Otto P. Weyland	C&GSS	1939	
Maj Gen Richard E. Nugent	C&GSS	1939	
Maj Gen Robert M. Webster	C&GSS	1938	Comdr, First Tactical Air Force
Brig Gen Glenn O. Barcus	C&GSS	No	
Maj Gen Paul L. Williams	C&GSS	No	

STRATEGIC AIR FORCE COMMANDERS—PACIFIC

	<i>Graduate</i>	<i>Year</i>	<i>Position</i>
Gen Carl Spaatz	C&GSS	1936	Comdr, Strategic Air Forces
Lt Gen B. McK. Giles	C&GSS	1938	Dep Comdr, Strategic Air Forces
Maj Gen C. E. LeMay	C&GSS	No	CofS, Strategic Air Forces
Lt Gen James H. Doolittle	C&GSS	No	Comdr, Eight Air Force
Lt Gen Nathan F. Twining	C&GSS	1937	Comdr, Twentieth Air Force

AIR FORCE COMMANDERS—PACIFIC

	<i>Graduate</i>	<i>Year</i>	<i>Position</i>
Gen G. C. Kenney	C&GSS	1927	Comdr, FE Air Force
Lt Gen E. C. Whitehead	C&GSS	1938	Comdr, Fifth Air Force
Brig Gen T. D. White	C&GSS	1939	Comdr, Seventh Air Force
Maj Gen P. B. Wurtsmith	C&GSS	No	Comdr, Thirteenth Air Force

ORDER OF BATTLE, PACIFIC THEATER OF OPERATIONS

	<i>Graduate</i>	<i>Year</i>	<i>Position</i>
General of the Army			
Douglas MacArthur	C&GSS	No	Supreme Comdr, Allied Forces
Gen Walter Krueger	C&GSS	1923	Comdr, Sixth Army
Brig Gen D. J. Myers	C&GSS	1934	
Maj Gen J. M. Swing	C&GSS	1927	
Maj Gen I. P. Swift	C&GSS	1935	Comdr, I Corps
Maj Gen C. L. Mullins	C&GSS	1934	
Maj Gen P. W. Clarkson	C&GSS	1928	
Maj Gen J. A. Doe ²	C&GSS	1926	
Maj Gen C. W. Ryder	C&GSS	1926	Comdr, IX Corps
Maj Gen A. D. Bruce	C&GSS	1933	
Maj Gen P. J. Mueller	C&GSS	1923	

² Retired.

	<i>Graduate</i>	<i>Year</i>	<i>Position</i>
Lt Gen C. P. Hall ²	C&GSS	1925	Comdr, XI Corps
Maj Gen L. F. Wing	C&GSS	No	
Maj Gen W. H. Arnold	C&GSS	No	
Maj Gen W. C. Chase	C&GSS	1931	
Lt Gen R. L. Eichelberger ²	C&GSS	1926	Comdr, Eight Army
Maj Gen H. H. Johnson	C&GSS	No	
Maj Gen James L. Bradley ²	C&GSS	1927	
Maj Gen F. C. Sibert ²	C&GSS	1925	Comdr, X Corps
Maj Gen R. B. Woodruff	C&GSS	1927	
Maj Gen C. A. Martin ²	C&GSS	1937	
Lt Gen O. W. Griswold ²	C&GSS	1925	Comdr, XIV Corps
Maj Gen C. E. Hurdis ²	C&GSS	1933	
Maj Gen W. H. Gill ²	C&GSS	1925	
Maj Gen R. S. Beightler	C&GSS	1926	
	NG O Crse		
Maj Gen F. A. Irving	C&GSS	1938	
Gen J. W. Stilwell	C&GSS	1926	Comdr, Tenth Army
Lt Gen J. R. Hodge	C&GSS	1934	Comdr, XXIV Corps
Maj Gen A. V. Arnold ²	C&GSS	1930	
Maj Gen G. W. Griner, Jr. ²	C&GSS	1933	
Lt Gen R. C. Richardson, Jr. ²	C&GSS	No	US Forces Mid Pac, Comdr
Maj Gen A. M. Harper	C&GSS	1936	
Lt Gen W. D. Styer ²	C&GSS	No	Comdr, US Forces West Pac

Note: Those whose positions have not been indicated were division or equivalent commanders.

² Retired.

APPENDIX XI
INSTRUCTORS—1936-37

<i>Name</i>	<i>Dates of rank</i>
McAndrew, J. A.	Col RA Aug 35, retired Jun 42, active duty 1 Jul 42 to 31 Jan 44; Asst Comdt CGSS Jun 36 to Mar 37.
Forney, L. R.	Col AUS Dec 41, Col RA Mar 48, retired Jun 49.
Lawrence, T.	Maj Gen AUS Dec 42, retired Mar 46 rank of Maj Gen.
Wilson, A. R.	Maj Gen AUS Jan 44, retired May 46 rank of Maj Gen.
Crawford, J. B.	Brig Gen AUS Apr 41, Col RA May 40, retired Jun 46 rank of Brig Gen.
Eddy, M. S.	Maj Gen AUS 17 Aug 42, Maj Gen RA 24 Jan 48; Lt Gen 24 Jan 48.
Milburn, F. W.	Maj Gen AUS Sep 42, Maj Gen RA 24 Jan 48.
Bultman, H. F. E.	Died 13 May 40, Major
McBride, H. L.	Maj Gen AUS 2 Apr 43, Maj Gen RA 24 Jan 48.
McMahon, W. C.	Maj Gen AUS 15 Feb 43, Col AUS 1 Jul 46, Col RA 25 Apr 47, retired 30 Sep 49, Maj Gen 1 Oct 49.
Truscott, L. K.	Lt Gen AUS 16 Sep 44, Brig Gen RA 22 Jun 46, retired 30 Sep 47 rank of Lt Gen.
Lorence, W. E.	Col AUS 27 Mar 42, terminated Oct 47, retired 31 Oct 47, Col RA.
Hazlett, H. F.	Maj Gen AUS Apr 43, Col RA Jul 42, retired Oct 47 rank of Maj Gen.
Brennan, F. M.	Died 8 Jan 43, Lt Col.
Brown, H. C.	Brig Gen AUS 21 Jun 44, Col AUS 22 Feb 46, retired 1 Dec 48 rank of Brig Gen.
Dager, H. E.	Maj Gen AUS 15 May 45, Brig Gen AUS 1 May 46, retired 31 Oct 47 Brig Gen; Maj Gen 28 Jun 48.
Hurdis, C. E.	Brig Gen AUS 14 Mar 42, Maj Gen AUS 1 May 45, retired 30 Nov 46 rank of Maj Gen.
Kibler, A. F.	Maj Gen ORC Jan 48, Maj Gen RA 27 May 49.
Mandell, H. C.	Brig Gen AUS 21 Jun 44, retired 30 Sep 46 rank of Brig Gen.
Miller, F. W.	Died 1 Jul 46, Maj Gen; Col AUS 11 Dec 41; Brig Gen AUS 22 Jun 42, Maj Gen AUS 27 Oct 42, retired 30 Jun 44 rank of Maj Gen.
Smith, A. C.	Maj Gen AUS 12 Apr 45, Brig Gen AUS 1 May 46, Maj Gen AUS 24 Jan 48, Brig Gen RA 24 Jan 48.
Taylor, T. F.	Col AUS 1 Jul 41, Col RA 24 Jun 44, retired 30 Nov 49.
Adcock, C. L.	Maj Gen AUS 26 Sep 45, terminated Maj Gen AUS 30 Jan 47, Lt Col RA 4 Jul 42, retired 31 Jan 47 rank of Col, to Maj Gen 29 Jun 48, active duty 15 Jun 48 to 31 Aug 49.
Tate, F. J.	Brig Gen AUS 2 Apr 43, Col RA 11 Mar 48, retired 31 Jul 49, to Brig Gen Aug 49.
Wilson, J. H.	Brig Gen AUS 7 Dec 44, retired 30 Sep 46, Brig Gen RA.
Ellis, S. L.	Died 8 Mar 43, Col.
Eastham, K. G.	Died 20 Apr 44, Col; Col AUS 16 Oct 40, Col RA 1 Sep 41.
Koenig, E. F.	Brig Gen AUS 21 Jun 44, Col AUS 6 Mar 46, Col RA 25 Apr 47, retired 30 Apr 48, Brig Gen 29 Jun 48.
McDaniel, A. B.	Died 26 Dec 43, Brig Gen.
McDonnell, P. J.	Col AUS 26 Jun 41, Col RA 1 Jun 45, retired 30 Jun 47.
Tindall, R. G.	Brig Gen AUS 23 Sep 42, Col RA 27 Apr 47.
Weible, W. L.	Maj Gen AUS 21 Jun 44, Brig Gen 1 Jul 46, Maj Gen AUS 24 Jan 48, Brig Gen RA 24 Jan 48.
Jones, H. L. C.	Maj Gen AUS 28 May 42, Col RA 15 Oct 40, retired 28 Feb 46 rank of Maj Gen.
Burr, W. E.	Col AUS 1 Jul 41, Col RA 14 Aug 42, retired 31 Aug 49.
Doe, J. A.	Maj Gen AUS 9 Aug 44, Maj Gen RA 24 Jan 48, retired 28 Feb 49.

<i>Name</i>	<i>Dates of rank</i>
Wall, J. F.	Col AUS 24 Sep 42, terminated Col AUS 4 Apr 43, retired 30 Jun 37 (C9), changed to (E9) 29 Jun 43, Col RA 29 Jun 43, active duty 17 Sep 41 to 30 Nov 41 and 10 Jan 42 to 4 Apr 43.
Harrison, W. K., Jr.	Maj Gen AUS 26 Jun 42, Brig Gen RA 24 Jan 48.
Irwin, C. L.	Brig Gen AUS 2 Apr 43, retired 31 Mar 44 rank of Brig Gen.
Legge, B. R.	Died 7 Jun 49, Brig Gen retired list; Brig Gen AUS 23 May 42, Col RA 1 Dec 45.
Moore, C. R.	Maj Gen AUS 3 Mar 44, Lt Col RA 3 Sep 40, retired 31 Oct 46 rank of Maj Gen.
Ott, E. S.	Brig Gen AUS 26 Jun 42, Lt Col RA 29 Aug 40, retired 28 Feb 47 rank of Brig Gen.
Slocum, LeC. H.	Brig Gen AUS 11 Dec 42, Col AUS 13 Feb 46, Col RA 11 Mar 48.
Pendergrast, G. H.	Died 11 Jul 39, Major.
Pick, L. A.	Maj Gen AUS Apr 45, Brig Gen AUS May 46, Maj Gen AUS 24 Jan 48, Brig Gen RA 24 Jan 48, Lt Gen.
Shely, W. A.	Died 18 Nov 46, Col; Col AUS 24 Dec 41, Lt Col RA 1 Jul 40.
Brown, T. K.	Brig Gen AUS 28 May 42, Col AUS 16 Feb 46, Col RA 18 Jul 42, retired 31 Oct 48 rank of Brig Gen.
Daly, C. M.	Brig Gen AUS 15 Mar 43, terminated Brig Gen AUS 5 Feb 46, Col AUS 6 Feb 46, Lt Col RA 7 Nov 38, retired 30 Nov 46 rank of Col, to Brig Gen 29 Jun 48.
Eberle, G. L.	Maj Gen AUS 27 May 49, Brig Gen RA 24 Jan 48.
Finley, C. R.	Col AUS 23 May 42, Col RA 1 Jun 44, retired 31 Aug 46.
Kramer, H. F.	Maj Gen AUS 2 Apr 43, Lt Col RA 19 Jul 39, retired 31 Dec 46 rank of Maj Gen.
Mueller, P. J.	Maj Gen AUS 23 Sep 42, Maj Gen RA 24 Jan 48.
Breene, R. G.	Brig Gen AUS 6 Aug 42, Maj Gen AUS 29 Apr 43, retired Feb 46, rank of Maj Gen.
Heidner, S. J.	Col AUS 2 Jul 41, Col RA 18 Jul 42, retired 31 Oct 45.
Downs, S. D., Jr.	Brig Gen AUS 2 Apr 43, terminated Brig Gen AUS 13 Sep 44, Col RA 14 Dec 42, retired 30 Nov 46.
Augur, W. B.	Brig Gen 11 Dec 42, Col AUS 1 Feb 46, Col RA 25 Apr 47.
Kingman, A. F.	Col AUS 20 Oct 41, Brig Gen AUS 26 Jun 42, Col AUS 1 Feb 46, Col RA 25 Apr 47.
Phillips, T. R.	Brig Gen AUS 7 Oct 43, Col AUS 6 Mar 46, Col RA 25 Apr 47
Underhill, L. K.	Col AUS 30 Jun 41, Col RA 18 Jul 42, retired 30 Jun 46.
Gill, I., Jr.	Col AUS 4 Jul 41, Col RA Mar 43, retired 30 Nov 46.
McQuillin, R. E.	Brig Gen AUS 17 Mar 42, terminated Brig Gen Feb 46, Col RA 30 Oct 41, retired 29 Feb 48, Brig Gen 29 Jun 48.
Anderson, J. B.	Col AUS 29 Aug 42, Col RA Jun 43, retired 28 Feb 47.
Meyer, G. R.	Maj Gen AUS 2 Apr 43, Col RA 20 Aug 40, retired 31 Aug 46 rank of Maj Gen.
Weart, D. L.	Maj Gen AUS 1 Jun 45, Brig Gen AUS 1 Jul 46, Maj Gen AUS 24 Jan 48, Brig Gen RA 24 Jan 48.
Brereton, L. H.	Brig Gen AUS 1 Oct 40, Maj Gen AUS 11 Jul 41, Lt Gen AUS 28 Apr 44, Brig Gen RA 2 Jun 46, Lt Gen USAF.
Lanahan, F. H.	Maj Gen AUS 12 Apr 45, Brig Gen AUS 1 May 46, Maj Gen AUS 11 Mar 49, Col RA 11 Mar 48.
Zerbee, L. F. J.	Col AUS 19 Oct 40, Col RA 12 Feb 41, retired 31 Oct 45.
Peabody, G. M. Jr.	Died 4 Jun 39, Lt Col.
Spruit, C. B.	Brig Gen AUS 13 Feb 45, Col RA 6 Sep 43, retired 31 Oct 46 Brig Gen
Coffey, J. W.	Brig Gen AUS 7 Oct 43, Col AUS 1 Dec 45, Col RA 1 Sep 47.
Graham, R. C. L.	Maj Gen AUS 11 Mar 49, Brig Gen RA 24 Jan 48.

APPENDIX XII
INSTRUCTORS—1939

<i>Name</i>	<i>Rank and branch</i>	<i>Background</i>
Augur, Wayland B.	Maj, Cav	Brig Gen 11 Dec 42; Col AUS 1 Feb 46; RA 2d Lt 23 Aug 17; Col 25 Apr 47.
Barker, John DeF.	Maj, AC	Air Force, Maj Gen (permanent)
Bledsoe, William P.	Maj, FA	Brig Gen AUS 4 Jul 43; RA Capt 5 Oct 20; Lt Col 27 Sep 40; retired 30 Jun 46, Brig Gen.
Boyd, Leonard R.	Lt Col, Inf	Brig Gen AUS 28 May 42; Col AUS 1 Jul 46; RA Col 25 Apr 47.
Breene, Robert G.	Maj AC	Brig Gen AUS 18 Feb 42.
Brett, Sereno E.	Lt Col, Inf	Brig Gen AUS 18 Feb 42; retired 31 Oct 43, Brig Gen.
Brooks, Edward H.	Maj, FA	Lt Gen 18 Mar 49.
Brown, Homer C.	Maj, Inf	Brig Gen AUS 21 Jun 44; Col AUS 22 Feb 46; retired 1 Dec 48 Brig Gen.
Bultman, Herbert F.	Maj, CAC	Died 13 May 40, Maj.
Campbell, William A.	Maj, FA	Brig Gen AUS 28 Apr 42; Col AUS 6 Mar 46; retired 29 Feb 48, Brig Gen.
Chase, William C.	Lt Col, Cav	Maj Gen AUS 12 Apr 45; Maj Gen RA 24 Jan 48.
Cota, Norman D.	Maj, Inf	Maj Gen 16 Sep 44; retired 30 Jun 46 Maj Gen.
Dager, Holmes E.	Maj, Inf	Maj Gen AUS 15 May 45; Brig Gen AUS 1 May 46; retired 31 Oct 47 Brig Gen; Maj Gen 28 Jun 48.
Eberle, George L.	Maj, Inf	Maj Gen AUS 27 May 49; RA Brig Gen 24 Jan 48.
Ellis, Sam L.	Maj, AC	Died 8 Mar 43, Col.
Gridley, Cecil J.	Maj, Inf	Col AUS 31 Dec 41; RA Col 11 Mar 48.
Gurney, Augustus M.	Maj, FA	Brig Gen 28 Apr 42; Col 31 Mar 44; Brig Gen Gen 13 Feb 45; Col AUS 1 May 46; Col RA 25 Apr 47.
Guthrie, Richard T.	Maj, FA	Col AUS 23 Feb 42; Col RA 25 Apr 47; retired 30 Sep 47.
Hartness, Harlan N.	Capt, Inf	Brig Gen AUS 17 Aug 42; Brig Gen RA 27 May 49, Maj Gen.
Hodgson, Paul A.	Lt Col, CE	Col 25 Jun 46; retired 14 Sep ,Col.
Hull, John E.	Maj, Inf	Lt Gen AUS 28 Jun 45; RA Maj Gen 24 Jan 48.
Irvine, Willard W.	Maj, CAC	Brig Gen AUS 17 Aug 42; RA Brig Gen 24 Jan 48; (Maj Gen present)
Irwin, Constant L.	Lt Col, Inf	Brig Gen AUS 2 Apr 43; retired 31 Mar 44, Brig Gen.
Jenkins, Reuben E.	Capt, Inf	Maj Gen AUS 19 Jul 49; Brig Gen RA 24 Jan 48.
Johns, Dwight F.	Lt Col, CE	Brig Gen AUS 2 Mar 42; terminated Brig Gen 5 Mar 46; retired 31 Dec 49, Col RA.
Karlstad, Charles H.	Maj, Inf	Brig Gen AUS 2 Apr 45; Col AUS 1 Jan 46; Col RA 11 Mar 48.
Koenig, Edmont F.	Lt Col, Inf	Brig Gen AUS 21 Jun 44; Col AUS 6 Mar 46; Col RA 25 Apr 47; retired 30 Apr 48; Brig Gen 29 Jun 48.
Kraft, George L.	Lt Col, Inf	Col AUS 18 Oct 41; Col RA 25 Apr 47.
Legge, Barnwell R.	Lt Col, Inf	Died 7 Jun 1949, Brig Gen retired list.
Leiber, Paul E.	Maj, Inf	Col AUS 31 Dec 41; retired 31 Oct 46; Col RA.
Lorence, Walter E.	Capt, CE	Col AUS 27 Mar 42; terminated 31 Oct 47; retired 31 Oct 47, Col, RA.
Mandell, Harold C.	Lt Col, Cav	Brig Gen AUS 21 Jun 44; retired 30 Sep 46, Brig Gen.
Maris, Ward H.	Maj, FA	Brig Gen AUS 28 May 42; Brig Gen RA 24 Jan 48.
McBride, Horace L.	Lt Col, FA	Maj Gen AUS 2 Apr 43; Maj Gen RA 24 Jan 48.

<i>Name</i>	<i>Rank and branch</i>	<i>Background</i>
McFarland, Andrew J.	Maj, Inf	Brig Gen AUS 21 Jun 44; Col AUS 1 May 46; retired 31 May 47; Brig Gen RA, 29 Jun 48.
McMahon, William C.	Maj, Inf	Maj Gen AUS 15 Feb 43; Col AUS 1 Jul 46; RA Col 25 Apr 47; retired 30 Sep 49; Maj Gen 1 Oct 49.
Milburn, Bryan L.	Maj, CAC	Brig Gen AUS 17 Aug 42; Col AUS 1 Jul 46; RA Col 29 Jul 47.
Mueller, Paul J.	Lt Col, Inf	Maj Gen AUS 23 Sep 42; Maj Gen RA 24 Jan 48.
Pendergrast, Grady H.	Lt Col, Inf	Died 11 Jul 39, Maj.
Perry, Basil H.	Maj, FA	Brig Gen AUS 17 Mar 42; Col AUS 1 Feb 46; Col RA 25 Apr 47.
Phillips, Thomas R.	Maj, CAC	Brig Gen AUS 7 Oct 43; Col AUS 6 Mar 46; Col RA 25 Apr 47.
Porter, Ray E.	Maj, Inf	Maj Gen AUS 7 Oct 43; Maj Gen RA 4 Jun 48.
Ramey, Rufus S.	Maj, Cav	Brig Gen AUS 23 Sep 42; Col AUS 1 Feb 46; Col RA, 25 Apr 47.
Rooks, Lowell W.	Maj, Inf	Maj Gen AUS 9 Jun 43; retired 31 Dec 45, Maj Gen, RA.
Smith, Albert C.	Maj, Cav	Maj Gen AUS 12 Apr 45; Brig Gen AUS 1 May 46; Maj Gen AUS 24 Jan 48; Brig Gen RA 24 Jan 48.
Thayer, Arthur P.	Lt Col, Cav	Col, AUS 1 Jul 41; Col RA 22 Jun 45.
Thompson, John B.	Lt Col, Cav	Brig Gen AUS 17 Mar 42; terminated Brig Gen AUS 27 Sep 44; Col RA 4 Mar 48; retired 31 May 46; Brig Gen 29 Jun 48 RA.
Truscott, Lucien K., Jr.	Maj, Cav	Lt Gen AUS 16 Sep 44; Brig Gen RA 22 Jun 46; retired 30 Sep 47, Lt Gen.
Warnock, Aln D.	Maj, Inf	Brig Gen AUS 11 Dec 42; terminated Brig Gen AUS 30 May 46; retired 31 May 46 Col; Brig Gen 29 Jun 48.
Wilson, John H.	Maj, CAC	Brig Gen AUS 7 Dec 44; retired 30 Sep 46, Brig Gen RA.

APPENDIX XIII
ERCTION OF BUILDINGS FROM 1937 TO 1951

<i>Year</i>	<i>Number</i>	<i>Designation</i>	<i>Location</i>
5/20	1938	Bldg 27 War Department Theater	Grant Avenue
	1940	Bldg 318 Officers' Club	Golf Course
	1940	Bldg 78 Caddy House	Golf Course
	1941	Bldg 23 Gen Gruber's Memorial	Sheridan Drive
	1942	Bldg 309 Janitor's Store House	Northeast of Bldg. T-801
	1942	Bldg 413 Hog House 1	Hog Ranch Area (USDB)
12/17	1942	Bldg 441 Film Storage Vault	West of Signal Corps Building
	1942	Bldg T-1000 Central Tower	Sherman Field
12/8	1942	Bldg T-1003 Fire Station	Sherman Field
	1942	Bldg T-1004 Administration Bldg	Sherman Field
	1942	Bldg T-1005 Officers' Lounge and Dispensary	Sherman Field
	1942	Bldg T-1009 Day Room (formerly Snack Bar)	Sherman Field Barracks Area
	1942	Bldg T-1012 Barracks	Sherman Field Barracks Area
	1942	Bldg T-1013 Barracks	Sherman Field Barracks Area
	1942	Bldg T-1014 Barracks	Sherman Field Barracks Area
	1942	Bldg T-1016 Barracks	Sherman Field Barracks Area
	1942	Bldg T-1018 Barracks	Sherman Field Barracks Area
	1942	Bldg T-1019 NCO Quarters, Family	Sherman Field Barracks Area
	1942	Bldg T-1020 NCO Quarters, Family (formerly Barracks T-6)	Sherman Field Barracks Area
	1942	Bldg T-1021 NCO Quarters, Family (formerly Barracks T-7)	Sherman Field Barracks Area
	1942	Bldg T-1022 (T-8) Barracks	Sherman Field Barracks Area
	1942	Bldg T-1023 (T-9)	Sherman Field Barracks Area
	1942	Bldg T-1024 (T-18)	Sherman Field Barracks Area
	1942	Bldg T-1026 Barracks Tailor Shop	Sherman Field Barracks Area
	1942	Bldg T-1027 Orderly Room	Sherman Field Barracks Area
	1942	Bldg T-1032 Weather Tower	Sherman Field
	1942	Bldg T-800 Transmitter	Sherman Field
	1942	Bldg T-801 Andrews Hall, Field House New Auditorium Building	South of Bldg 192 East of Gruber Hall
	1942	Bldg T-802 Old Printing Plant	Rear of College 52
	1943	Bldg 490 Sentry Tower, Athletic Field, USDB	Northwest corner
	1943	Bldg 492 Sentry Tower, Athletic Field, USDB	East side
	1943	Bldg 400 Chicken House	Hog Ranch Area
	1943	Bldg 451 Sentry Tower	USDB Wall
	1943	Bldg 452 Sentry Tower	USDB Wall, East
	1943	Bldg 453 Sentry Tower	USDB Wall, East
	1943	Bldg 454 Sentry Tower	USDB Wall, East
	1943	Bldg 455 Sentry Tower	USDB Wall, East
	1943	Bldg 456 Sentry Tower	USDB Wall, Northeast
	1943	Bldg 457 Sentry Tower	USDB Wall, Northwest
	1943	Bldg 458 Sentry Tower	USDB Wall, West
	1943	Bldg 459 Sentry Tower	USDB Wall, West
	1943	Bldg 460 Sentry Tower	USDB Wall, West
	1943	Bldg 461 Sentry Tower	USDB Wall, West
	1943	Bldg 462 Sentry Tower	USDB Wall, West

<i>Year</i>	<i>Number</i>	<i>Designation</i>	<i>Location</i>
1943	Bldg	T-804 Hospital Annex, Center Ward	West of Thomas Avenue
1943	Bldg	T-805 Addition to Hospital, Hospital Annex South Ward	West of Thomas Avenue
1943	Bldg	T-806 Boiler Room, Hospital Annex	West of Thomas Avenue
1943	Bldg	T-808 Hospital Annex Recreation	West of Thomas Avenue
1943	Bldg	T-803 Hospital Annex, North Ward	West of Thomas Avenue
1943	Bldg	T-807 Hospital Annex, Overpass and Connecting Covered Walk	West of Thomas Avenue
1943	Bldg	T-1007 Enlisted Men's Quarters (formerly BOQ No 1)	West of Thomas Avenue
1943	Bldg	T-1008 Enlisted Men's Quarters (formerly BOQ No 2)	Sherman Field Barracks Area
1943	Bldg	T-1011 Supply Building	Sherman Field Barracks Area
1943	Bldg	T-1017 Mess Hall	Sherman Field Barracks Area
1943	Bldg	T-1028 Enlisted Men's Club	Sherman Field
1943	Bldg	T-1030 Warehouse	Sherman Field
1943	Bldg	T-1033 Post Engineer Tool Shed and Office	Sherman Field
1943	Bldg	T-1035 Paint and Dope Storage	Sherman Field
1944	Bldg	393 Machine and Grain Storage Bldg	Hog Ranch Area
1944-1945	Bldg	T-1029 Theater	Sherman Field
1945	Bldg	133 Gas-Fuel Station	North of Hangar
1945	Bldg	448 Chicken House	USDB Farm Colony
1945	Bldg	T-1036 Skeet Range House	Sherman Field
1946	Bldg	355 Hay Barn	Hog Ranch Area
1946	Bldg	356 Hay Barn	Hog Ranch Area
1946-1947		WDPC Area changing barracks to officers' quarters—58 buildings now known as West Normandy Area, 4 quarters in each barracks. The following buildings T-561—T-570, T-581—T-590, T-601—T-608, T-611—T-618, T-621—T-627, Permanent 665—680; totaling 232 sets of quarters (Nov and Dec 1946-Jan 1949)	
1947	Bldg	T-1031 Garage and Motor Repair Shop	Sherman Field
1947	Bldg	1100—1117 East Normandy Area 26 buildings, 4 in each building, or 104 sets of quarters, type C, double colonial.	
1947	Bldg	1124—1131	
1947	Bldg	180 Remote Receiver Station Air Corps	East of Quarry
1947	Bldg	268 BOQ consists of 24 rooms.	
1948	Bldg	389 Slaughter House	USDB Farm Colony
1948	Bldg	390 Broiler House	USDB Farm Colony
1948	Bldg	324 Golf Course Bldg	Golf Course Area
1948-1949		Sold at public auction: T-501—516, T-518—524, T-527, T-536—541, T-545—548, T-550—560, T-634—642, T-688—699, T-761—771, T-773—787.	
1949	Bldg	182 Road Oil Storage Pump	House Facilities
1949	Bldg	181 Chlorinator and Pump House	Grant Avenue
1950	Bldg	66 Electrical Substation	
1950	Bldg	77 Army Field Printing Plant	
1950	Bldg	225 Radar Storm Detector	

APPENDIX XIV

STREET, PLACE, AND BUILDING NAMES

Kearney Avenue—for Gen S. W. Kearney who organized the Army of the West against the Mexicans in 1846.

Doniphan Avenue—for Col Alexander W. Doniphan, commander of the 1st Missouri Volunteers.

Sumner Place—for Gen E. V. Sumner who led an expedition to punish the Cheyennes in 1851.

Pope Avenue and Pope Hall—for Maj Gen John Pope, Commander of the Department of Missouri in 1881.

Augur Avenue—for Brig Gen Augur, Commander of the Department of Missouri.

Leigh Hall, Boy Scout Hut—for WO Francis Leigh, started in 1922, dedicated by Gen McNair in 1939.

Smith Lake—for Maj Gen Harry A. Smith, Commandant from 1923 to 1925, designated in General Order No. 6, Fort Leavenworth, Kansas, 1937.

Fuller Hall, Book Department—for Col Ezra Bond Fuller, one-time Secretary of C&GSC, Editor of *Cavalry Journal*, and Secretary-Treasurer of the Army Cooperative Fire Association.

Normandy Student Housing Area—for the famous operations in two World Wars.

Buckner Drive—for Lt Gen Simon Bolivar Buckner, Commander, Tenth Army, killed on Okinawa in May 1945.

Stilwell Avenue—for Gen Joseph W. Stilwell, Commander in China, Burma, India in World War II.

Rose Circle—for Maj Gen Maurice Rose, Commander, 3d Armored Division, killed in action near Paderborne, Germany, 1945.

King Avenue—for Maj Gen Edward Leonard King, Commandant, July 1925 to July 1929.

Muir Hall—for Maj Gen Charles H. Muir, Commandant, July 1919 to August 1920.

McNair Hall—for Lt Gen Lesley J. McNair, Commandant, April 1939 to July 1940.

Andrews Hall—for Lt Gen Frank M. Andrews, USAF, graduate, 1929, for whom Andrews Field is also named.

Gruber Hall—for Brig Gen Edmund L. Gruber, Commandant, October 1940 to May 1941.

Fort Leavenworth Museum, Bldg 74, so designated in General Order No. 4, February 12, 1938, suspended in General Order No. 24, July 13, 1942.

Flint Hall, Bldg 315—for Col Harry A. (Paddy) Flint, Cavalry, former commander, General Service School Detachment, 1922 to 1923. Died of wounds received in action while commander of the 39th Infantry Regiment at Saint Lo, France, July 24, 1944.

Funston Hall, Bldg 314—for Maj Gen Frederick Funston, Commandant, The Army School of the Line, August 1908 to January 1911.

APPENDIX XV
TROOP UNITS STATIONED AT FORT LEAVENWORTH, KANSAS, 1941-50¹

1941 Units

293 EM Sta Comp, Corps Area Svc Comd to go to Chaffee, Ark, Ft Smith, Ark, Cp Crowder, Mo.
 Det Med Dept (M and DS)
 19th Sig Svc Co
 Det QM Corps
 Gd and Svc Comp C&GSS Det
 Co A, 40th Amb Bn
 Det DEML activated
 Det Fin Dept, Sta Comp CASC

1942 Units

Guard & Svc Co, USDB
 Reception Center
 Sherman Field
 Sta Hosp (M and DS) and Det of Patients
 Svc Det C&GSS
 Co, 40th Amb Bn (AD)
 Guard and Svc Co
 C&GSS Det
 Band, C&GSS
 Det QM Corps
 Det 19th Sig Svc Co
 Det 7th Ord Svc Co
 Det Med Dept (Vet Svc)
 Det West Point Prep Sch
 Det Sta Comp, CASC
 Det Prisoners, Post Guard House
 127th Obn Sqdn (Feb)

1943 Units

Vet Dets (Food Insp T&W) activated 25 Jan and 25 Feb
 Det DEML Sta Comp 1739 effective Feb 16, 1943
 Det QMC Sta Comp 1739
 Det CWS Sta Comp 1739
 Det Ord Sta Comp 1739
 Det SigC Sta Comp 1739
 Sta Comp Enl SU and Det Med Dept (VC) inactivated
 Det Med Dept, Sta Hosp SU 1743
 CC Vet Det (Food Insp) activated Apr 20, 1943
 WAAC Det, Sta Comp SU 1739 May 26, 1943

61st and 62d Prov MP POW Dets activated June 1, 1943
 742d MP Bn (ZI)
 146th Sta Hosp June 15, 1943
 WAAC Det, C&GSS activated June 17, 1943
 KK Vet Det (FI) activated Aug 25, 1943
 AAF Det No. 3 (C&GSS) activated Aug 23, 1943
 61st Prov MP POW Det disbanded and transferred to 62d Prov MP POW Det 742d MP Bn Oct 8, 1943
 Det of Patients Sta Comp SU 1739 activated Oct 8, 1943
 Band, Sta Comp (Enl) SU 1739 incorporated Nov 1, 1943

1944 Units

Det of Patients Sta Comp 1739 inactivated Jan 31, 1944
 354th Army Band activated Jan 21, 1944
 Transportation Corps Sec Sta Comp (Enl) SU 1739 activated Feb 16, 1944
 Det of Patients Sta Comp 1739 reactivated July 20, 1944
 CC Vet Det (FI) and KK Vet Det (FI) reorganized and redesignated
 85th Med Composite Sec (FI)
 91st Med Composite Sec (FI) effective Aug 5, 1944
 165th Finance Disbursing Sec assigned Oct 18, 1944
 C&GSS Det

1945 Units

Armed Forces Induction Sta
 WD Personnel Center SCU 1773, June 7, 1945
 Special Training Unit (Pers Center)
 Det Med Dept, Sta Comp SCU 1773, July 16, 1945
 WAC Det, Sta Comp SCU 1773, July 25, 1945
 530th and 537th MP Escort Gd Cos transferred to Sta Comp July 25, 1945
 1773 SCU Sta Comp, WAC Det, Det Med Dept
 1773 SCU Sta Comp, WAC Det, 1st Gd Co, USDB
 1773 SCU Sta Comp, WAC Det, WD Pers Center

¹ From General Orders, Ft Leavenworth, Kansas.

Organized and assigned WAC Det Sta Comp
SCU 1773
Det 1773 SCU Sta Comp
Maint Det 1773 SCU Sta Comp
Vet Food Insp Det organized Mar 29, 1945
Redesignated 1773 SCU Sta Comp Det Med
Dept Mar 30, 1945

1946 Units

Inactivated 354th Army Svc Force Band Apr 15, 1946
Svc Det C&GSS, Sta Comp SCU 1773
Det C&GSS

1947 Units

Activated 5025 ASU Sta Comp Hq Co Det No. 2 Mar 25, 1947
Inactivated 5025 ASU WAC Det 1st Gd Co USDB Jun 23, 1947
Activated 5025 ASU Sta Comp Casual Det No. 1 (Pipeline) July 15, 1947
Activated 5025 ASU Sta Comp Casual Det No. 2 (Pipeline) July 15, 1947
Activated 5025 ASU Sep Det AAF Pers Apr 10, 1947
Activated 5025 ASU Det fo Patients, AAF Pers Apr 10, 1947
Activated 5025 ASU Sep Det (then 1773) Oct 7, 1946
Activated 371st Army Band May 15, 1947

1948 Units

MP Det, Sta Comp 5025—Area Svc Unit organized Feb 1, 1948
5025 ASU Sta Comp Vet Food Insp Det discontinued Mar 15, 1948

1950 Units

Det No. 3 and Trans Det discontinued
QM Det, Hq Co Sta Comp 5025th ASU
C&GSC Det discontinued
Det No. 1 Hq Co Sta Comp 5025th ASU

* * * *

COMMAND AND GENERAL STAFF SCHOOL Fort Leavenworth, Kansas

16 May 1943

Units Stationed at Fort Leavenworth

Sta Comp, SU 1739
Hq Det DEML
Det QMC
Det FD
Det CWS
Det Ord Dept
Det Sig Corps
Guard and Svc Co (DEMEL)
Sta Hosp
Det Med Dept (VS)
Vet Det "CC" (Food Inspection)
Armed Forces Induction Station, SU 3724
Reception Center, SU 1773
742d MP Bn (ZI) (ASF)
US Disciplinary Barracks, SU 1728
1st Guard Co (DEMEL)
Med Det
Command and General Staff School, SU 1711
Staff and Faculty
Band (DEMEL)
C&GSS Sch Det (DEMEL)
C&GSS Sch Svs Det (DEMEL)¹
Sherman Field
Army Air Base (assigned Hq AAF)
344th Subdepot (GCADCA)
Med Det
3d Staff Squadron (assigned Hq AAF)
Det, 3d Weather Squadron, Regional
Det, 23d Airways Comm Sq, Regional
* * * * *

Extract from official correspondence, office of the Adjutant General, Fort Leavenworth, Kansas.

¹ Negro enlisted personnel.

APPENDIX XVI

MASTERS OF FOXHOUNDS, FROM 1929 TO 1940¹

Maj John C. Daly, 1st Master, 1929
Lt Col J. M. Wainwright (2 years)
Maj N. B. Briscoe
Capt M. E. Jones
Maj Pearson Menoher
Lt Col E. W. Taulbee
Lt Col Wm. M. Grimes
Lt Col K. G. Eastham
Lt Col F. Gilbreath
Lt Col P. R. Davison
Maj C. H. Reed

Some of the Honorary Whippers-in
Capt L. C. (Chubby) Doan, Cav
Lt Col Paul R. (Pop) Goode, Inf
Capt G. C. Mudgett, Cav
Maj W. N. (Neely) Todd, Jr., Cav
Lt R. H. Harrison, FA
Capt Z. W. (Zack) Moores, Cav
Lt Willard Holbrook, Cav
Capt Peter C. Haines, III, Cav

¹ From
Gone Away with the Fort Leavenworth Hunt, by Paul Davison, Fort Leavenworth, Kansas, 1940.

APPENDIX XVII

ANCIENT VEHICLES AVAILABLE FROM FORT LEAVENWORTH MUSEUM¹

The Fort Leavenworth Museum has on hand a number of wheeled vehicles which are in condition to permit them to travel or be used for purposes such as they were originally constructed. *However these vehicles must not be towed behind motor cars or trucks at speeds in excess of 5 miles per hour.*

Whenever the Museum's vehicles are rented, the person renting them must establish his identity and the financial responsibility of the activity he represents. Prior to renting vehicles, permission to do so must be secured from the Headquarters Commandant, Command and General Staff College.

The person or activity renting the equipment must assume full responsibility for the equipment from the time it leaves the Museum until it is returned thereto. Damage to vehicles beyond that which is due to fair wear and tear will be paid for by the renter. The service charges listed herein will cover the cost of repairs due to fair wear and tear.

The person or activity renting vehicles will arrange for and pay all costs of transportation required to transport them and other equipment from and return to the Museum. All financial arrangements will be made with the Book Department, Command and General Staff College, and checks made payable to that agency.

Minimum service charges are quoted below and cover the absence of the vehicles from the Museum for 3 days, including the days of departure and return. For each additional day of absence a charge of one third of the service charge per vehicle will be made.

Minimum service charges for vehicles are as follows:

1. Coach, stage, 1838	\$15.00
2. Coach, stage, (Union	
Pacific, 1870)	10.00

51. Coach, stage, Yellow Mountain	10.00
52. Coach, stage, Star Line	10.00
3. Schooner, prairie, small	5.00
53. Wagon, Conestoga	10.00
54. Wagon, freight	10.00
4. Wagon, Dougherty (glazed)	10.00
5. Wagon, Dougherty	5.00
55. Bus, wagonette	5.00
6. Buck board	2.50
33. Surrey	2.50
38. Surrey	2.50
34. Surrey	2.50
14. Standhope	2.50
32. Phaeton	2.50
37. Buggy	2.50
45. Buggy	2.50
21. Coupe-Rockaway	5.00
46. Rockaway	5.00
56. Hack	5.00
40. Brougham	5.00
44. Barouche	5.00
39. Landau	5.00
23. Victoria	5.00
8. Hansom cab	10.00
7. Hansom cab	10.00
15. Beach wagon	5.00
42. Trap	5.00
13. Trap	5.00
11. Body break (fire wagon)	5.00
10. Roof break (Lowe)	5.00
43. Roof break (red)	5.00
57. Roof break (yellow)	5.00
58. Roof break (seats facing)	5.00
16. Body break (Elm Hotel)	10.00
12. Roof break (Tootle)	10.00

Service charges do not include meals and lodging for personnel to be sent with vehicles. Arrangements will be made by the responsible party of the activity.

* From a mimeograph sheet in Museum file, Transportation Office, Ft. Leavenworth, Kansas.

APPENDIX XVIII
PROGRAM OF DEDICATION CEREMONY, POPE HALL, MAY 23, 1941

Fort Leavenworth, Kansas

—:::—
CEREMONY OF DEDICATION

OF THE BRONZE TABLET PLACED AT THE RIGHT OF
THE ENTRANCE DOORWAY TO POPE HALL,
FORT LEAVENWORTH, KANSAS

PRESNTED BY
THE NATIONAL SOCIETY
of
THE COLONIAL DAMES OF AMERICA
in the
STATE OF KANSAS
—:::—
TO COMMEMORATE THE SITE OF
THE FIRST CAPITAL
of the
TERRITORY OF KANSAS

OCTOBER 7 TO NOVEMBER 24, 1854
—:::—

POPE HALL, FORT LEAVENWORTH, KANSAS
Friday, May 23, 1941, 11:00 A.M.

ACKNOWLEDGEMENT

—:::—
The grateful thanks of the Army of the United States, through the Commanding General and residents of Fort Leavenworth, are extended to the National Society of the Colonial Dames of America in the State of Kansas and particularly to:

MRS. FRANK L. CARSON
State President
MRS. EFFIE HIATT VAN TUYL
State Chairman of the Historic Activities Committee,
MRS. FRANK DANIEL WEBSTER
MRS. DANIEL REED ANTHONY, JR.
MRS. CYRUS DECKER LLOYD
MRS. DAVID CARSON MINTON, JR.
MRS. PARKER TENNEY
Members of the Committee on Arrangements.

PROGRAM

—:::—

Band Battle Cry of Freedom
Oh Susanna

Invocation *Chaplain Leo J. McDonald*

Address *Mrs. Frank L. Carson*
State President,
Colonial Dames of America

Unveiling *Miss Mary Bess Anthony*

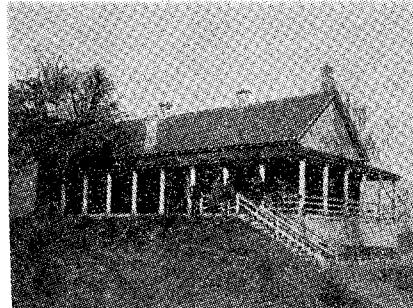
Presentation *Mrs. Effie Hiatt Van Tuyl*

Band Kansas March

Reception of the Tablet *Brigadier General Edmund L. Gruber*

Band Star Spangled Banner

Benediction *Chaplain Herbert H. Stahnke*



THE FIRST CAPITAL OF KANSAS
(Stood on present site of Pope Hall.)

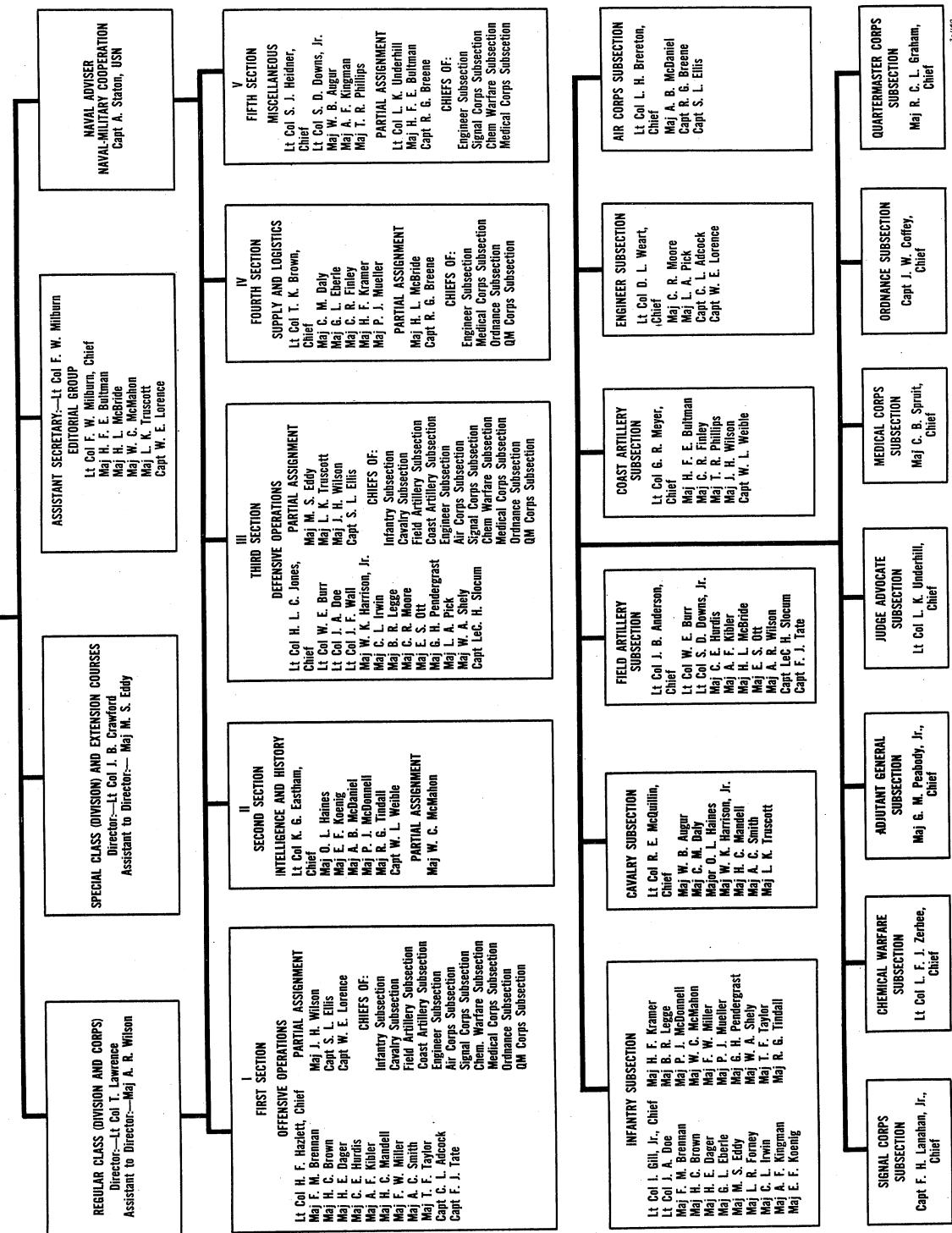
Governor Andrew H. Reeder's Office from
October 7 to November 24, 1854

ASSIGNMENT OF INSTRUCTORS, 1936-1937

(Effective June 24, 1936)

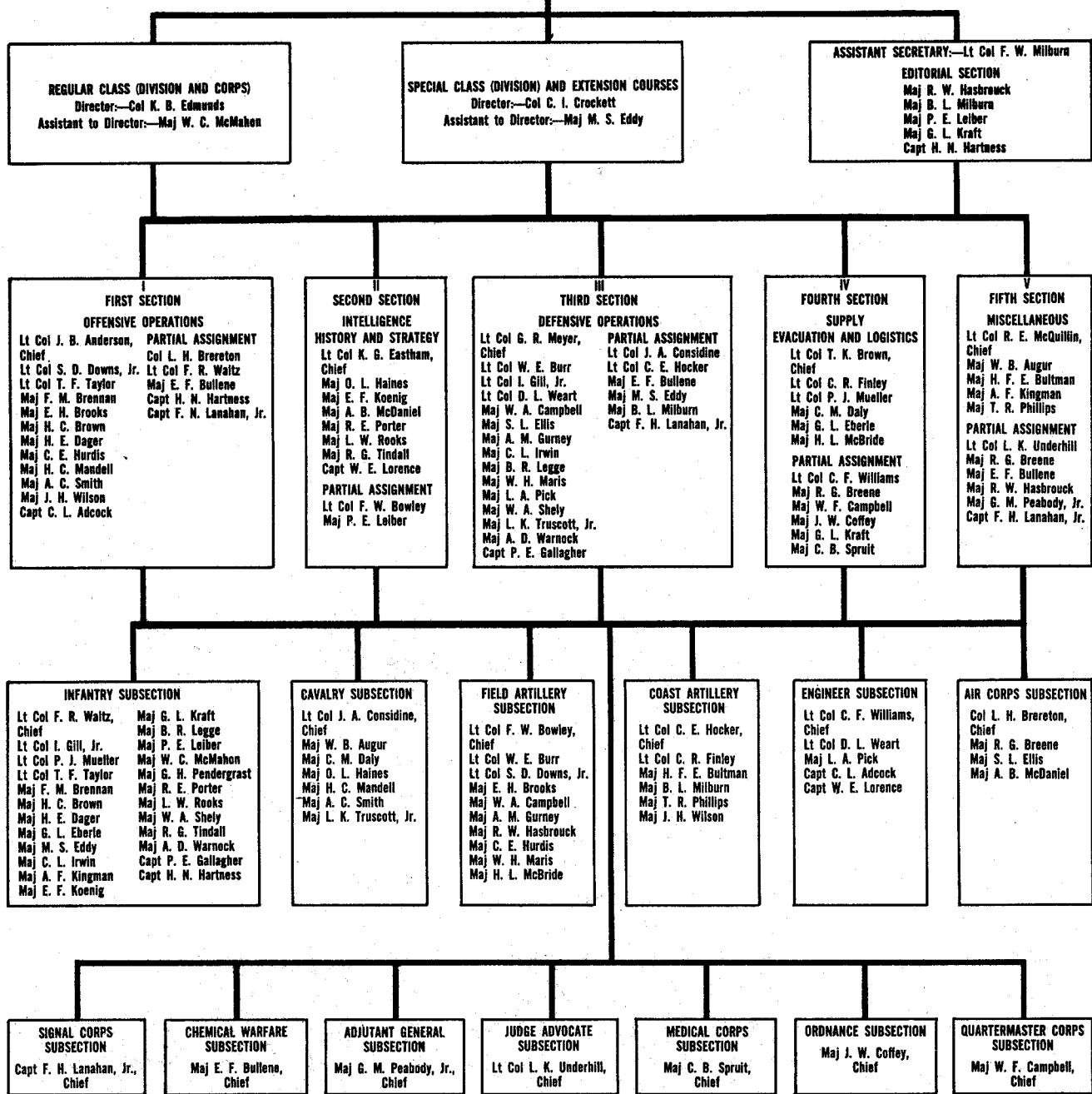
APPENDIX XIX FILE OF ORGANIZATIONAL CHARTS FROM 1936 TO 1951

ASSISTANT COMMANDANT:—Colonel J. A. McAndrew
ASSISTANT TO ASSISTANT COMMANDANT:—Maj L. R. Forney



ASSIGNMENT OF INSTRUCTORS, 1937-1938

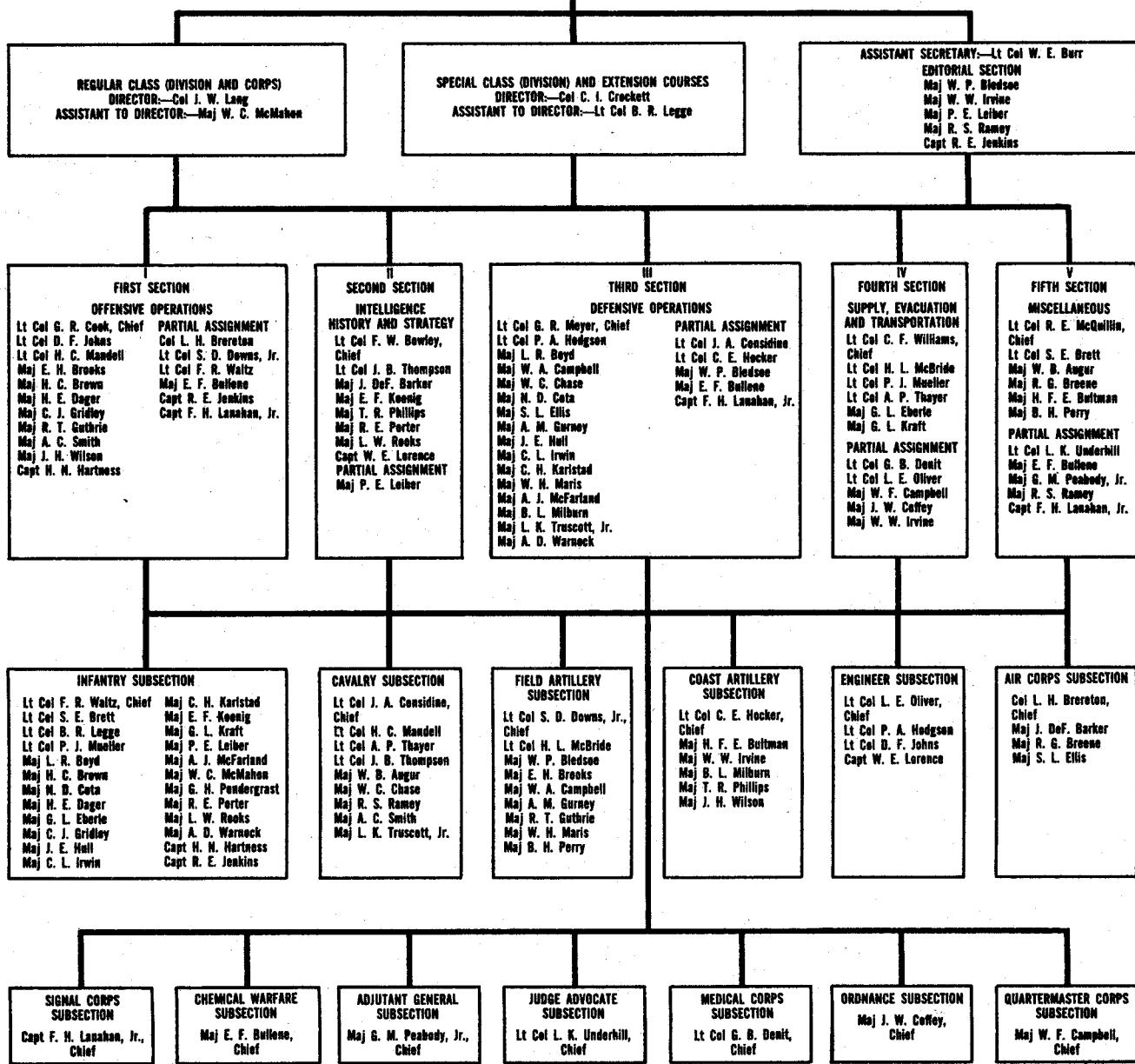
ASSISTANT COMMANDANT:—Colonel F. W. Honeycutt
SECRETARY TO ASSISTANT COMMANDANT:—Maj G. H. Pendergrast



ASSIGNMENT OF INSTRUCTORS, 1938-1939

(Effective 15 September 1938)

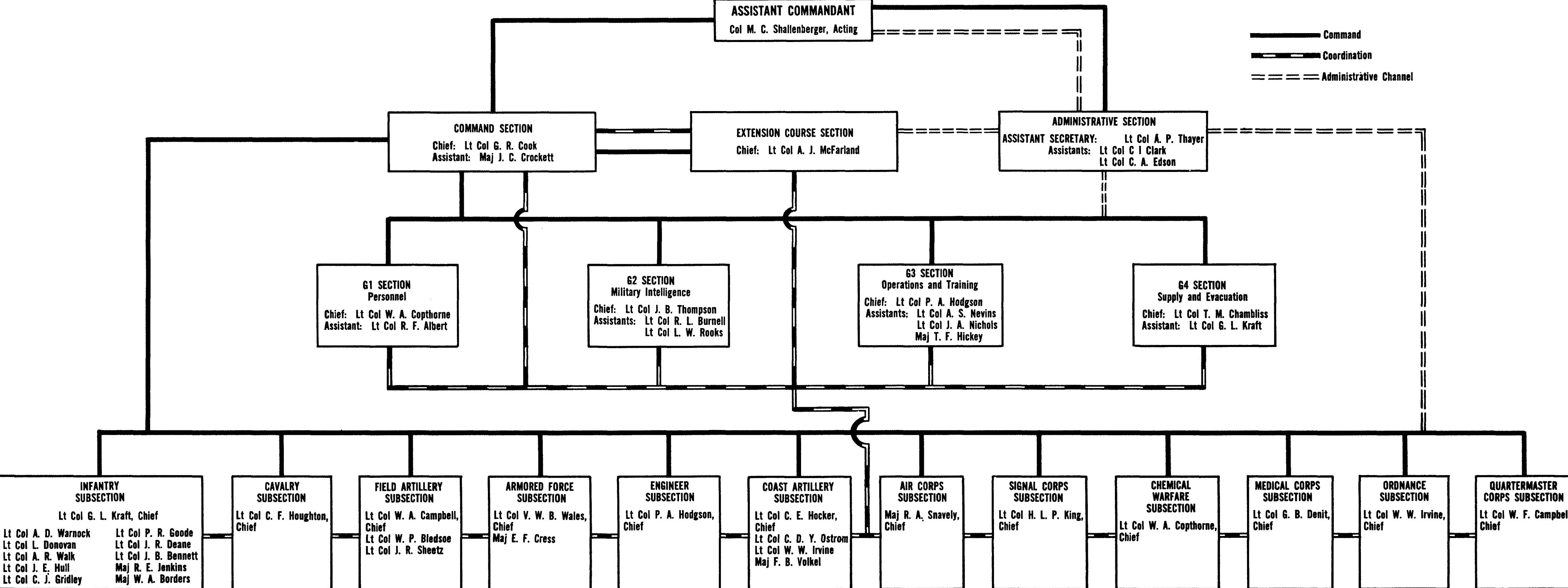
ASSISTANT COMMANDANT:—Colonel K. B. Edmunds
SECRETARY TO ASSISTANT COMMANDANT:—Maj G. H. Pendergrast



ACADEMIC DEPARTMENT COMMAND AND GENERAL STAFF SCHOOL

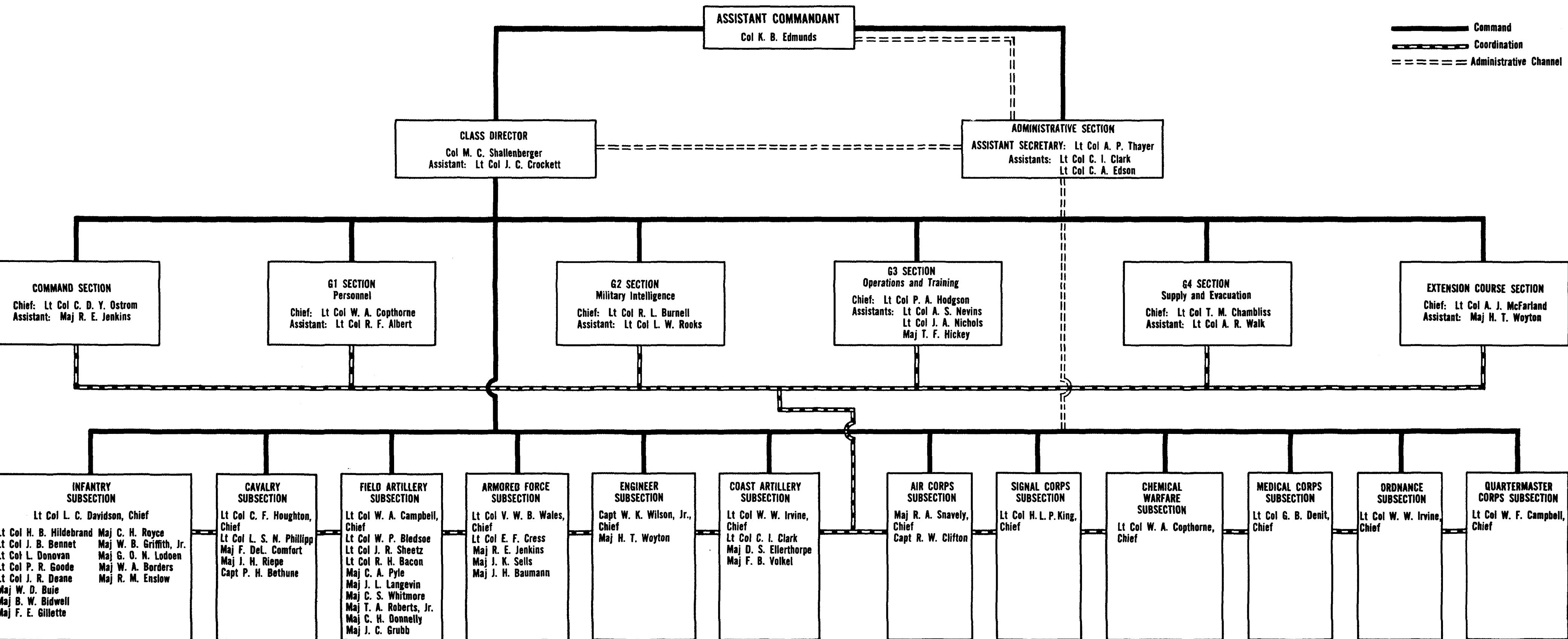
1940-1941

2 December 1940

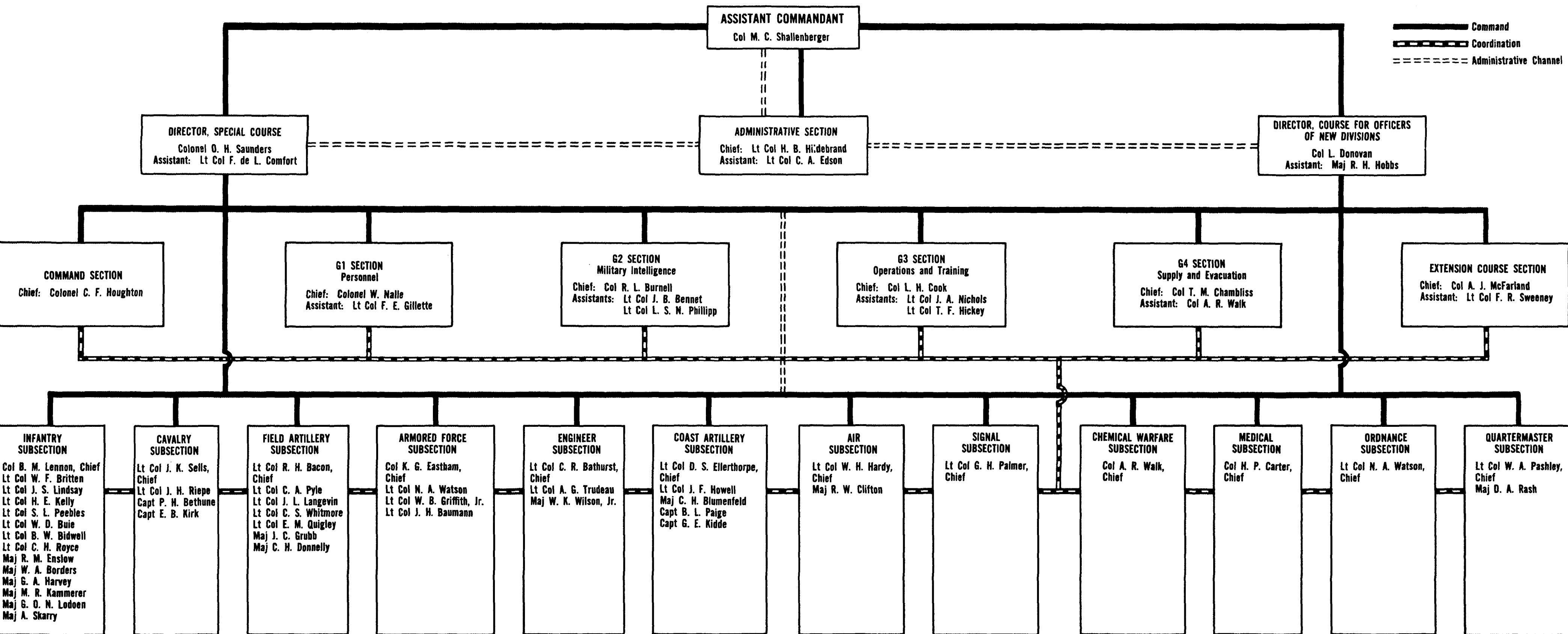


ACADEMIC DEPARTMENT COMMAND AND GENERAL STAFF SCHOOL

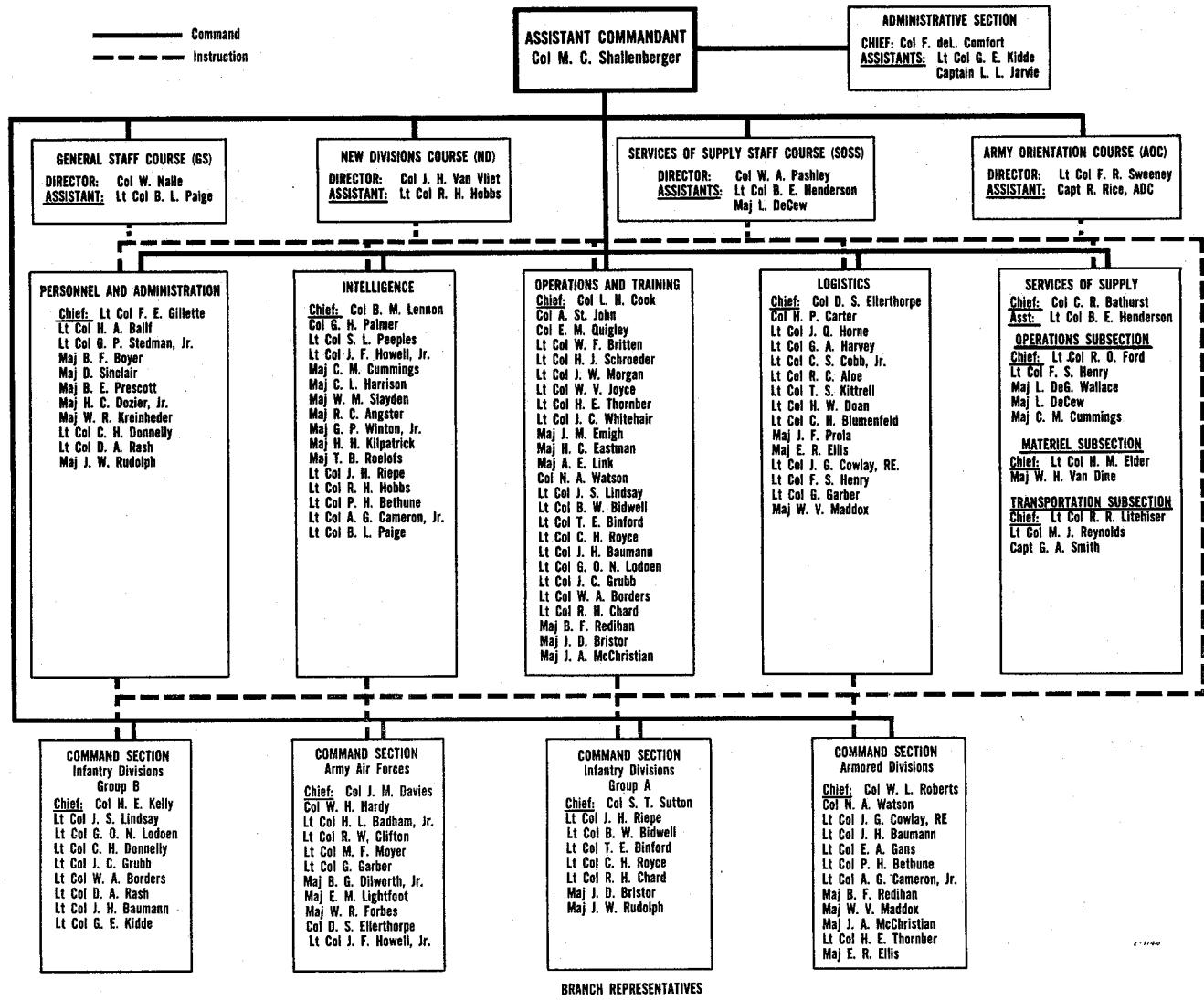
April 10, 1941



ACADEMIC DEPARTMENT COMMAND AND GENERAL STAFF SCHOOL
February 16, 1942



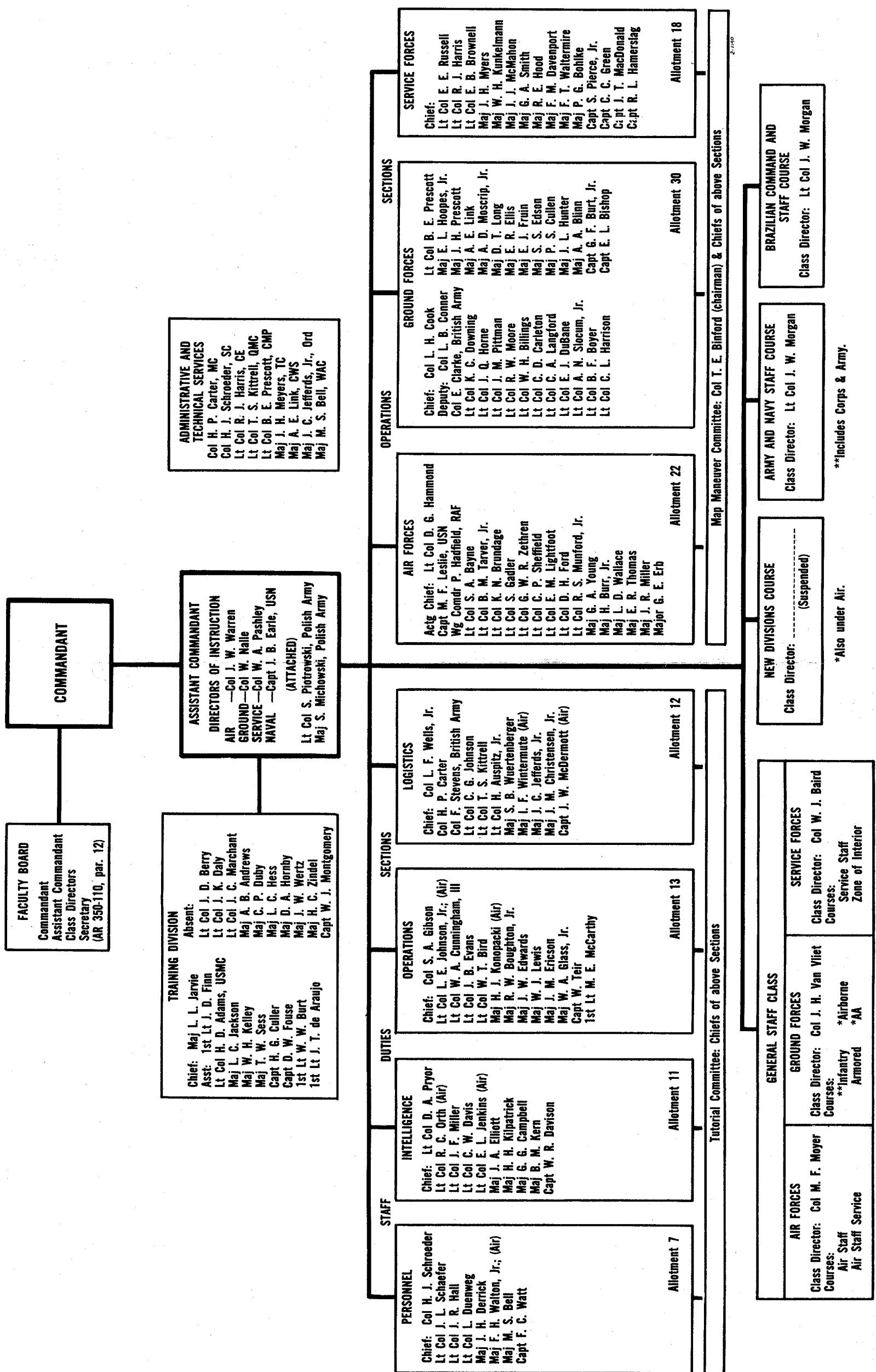
ORGANIZATION AND ASSIGNMENT OF FACULTY
Command and General Staff School
February 10, 1943



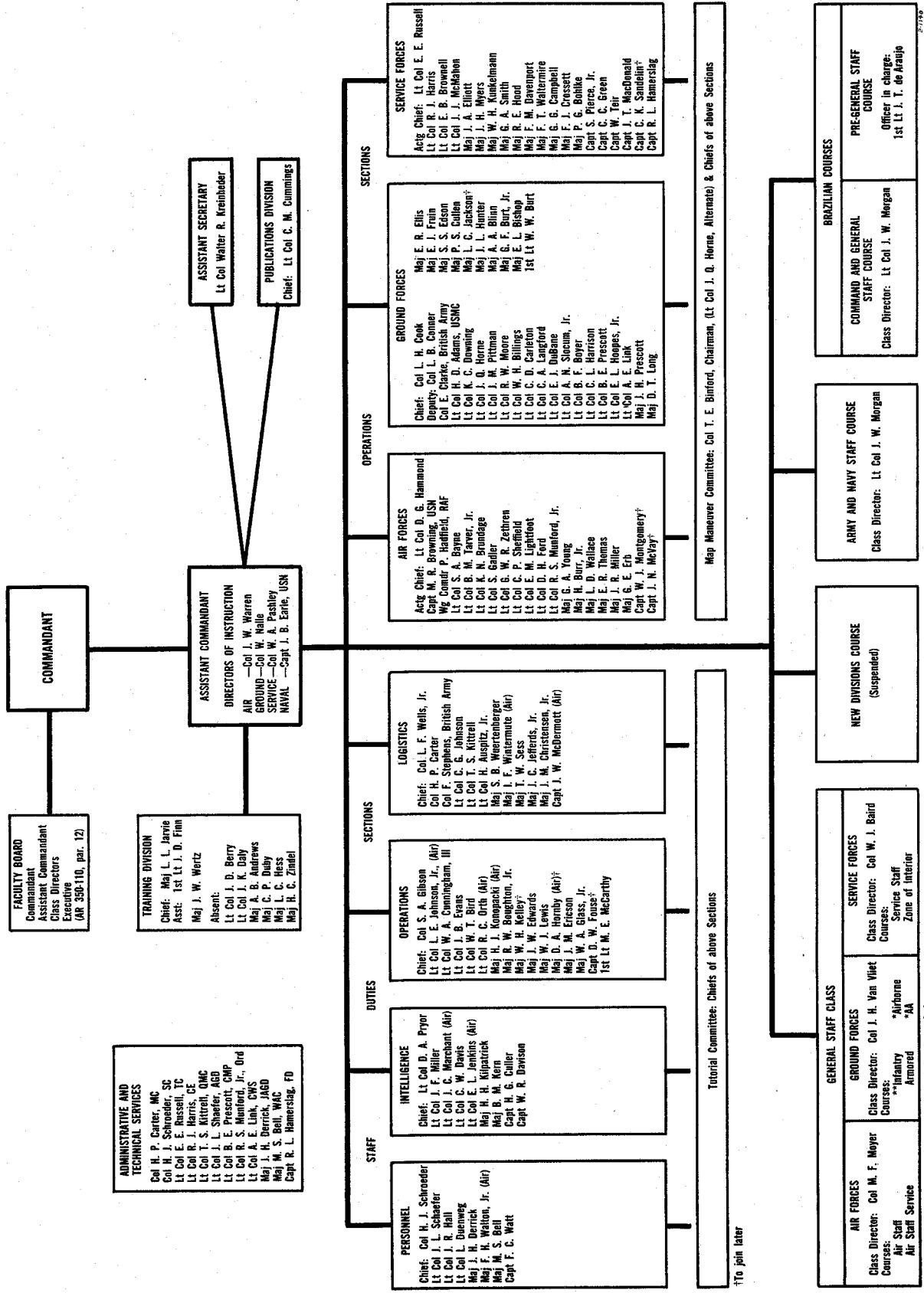
ORGANIZATION OF FACULTY

Command and General Staff School

13 June 1944



**ORGANIZATION OF FACULTY
Command and General Staff School
15 July 1944**



to join later

Editorial Committee: Chiefs of above SECURITIES

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Command and General Staff School
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Maj M. S. Bell, WAC

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Lt Col J. H. Hale, CME
Maj T. W. Sees, Ord
Maj M. S. Bell, WAC
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STAFF	DUTIES	SECTIONS
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Capt L. Washington
1st Lt W. C. Burns
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Maj M. O. Tyron
Maj E. E. Garrison
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Capt T. J. Hene
1st Lt M. E. McCarthy

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Lt Col C. B. Everett
Maj L. J. Landry
Maj L. R. Hass
Maj W. H. Kelley
Maj D. A. Hornby (Air)
Maj J. N. Erickson
Maj M. O. Tyron
Maj E. E. Garrison
Maj G. E. Erh (Air)
Capt H. W. Berry
Capt T. J. Hene
1st Lt W. C. Burns

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Wg Cmnd W. A. Toyne, RAF
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Lt Col K. C. Mitchell
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Maj C. L. Harrison
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Capt B. L. Parker
Capt W. A. Smith
Capt L. M. Nielsen

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Lt Col H. A. Harter
Lt Col E. B. Brownell
Lt Col L. D. Wallace
Lt Col I. H. Myers
Lt Col W. H. Kunkelmann
Maj L. E. Wellerford
Maj R. S. Anastreng
Maj R. E. Head
Maj J. M. Christensen, Jr.
Maj G. G. Campbell
Capt C. W. Thomas
Lt Col C. L. Jackson
Maj C. P. Daly
Maj I. J. Harrell, Jr.
Maj M. R. Beaman
Maj J. M. McFay
Maj W. J. Montgomery
Capt F. W. Smith
Capt B. L. Parker
Capt W. A. Smith
Capt L. M. Nielsen

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Lt Col E. B. Brownell
Lt Col L. D. Wallace
Lt Col I. H. Myers
Lt Col W. H. Kunkelmann
Maj L. E. Wellerford
Maj R. S. Anastreng
Maj R. E. Head
Maj J. M. Christensen, Jr.
Maj G. G. Campbell
Capt C. W. Thomas
Lt Col C. L. Jackson
Maj C. P. Daly
Maj I. J. Harrell, Jr.
Maj M. R. Beaman
Maj J. M. McFay
Maj W. J. Montgomery
Capt F. W. Smith
Capt B. L. Parker
Capt W. A. Smith
Capt L. M. Nielsen

Tutorial Committee: Chiefs of above Sections

Map Maneuver Committee: Lt Col J. Q. Home, Chairman, (Lt Col B. F. Boyer, Alternate) & Chiefs of above Sections

AIR FORCES	GROUND FORCES	SERVICE FORCES
Class Director: Col M. F. Moyer Courses: Air Staff Air Staff Service	Class Director: Col J. H. Van Vliet Courses: Infantry Armored	Class Director: Col W. J. Baird Courses: Service Staff Zone of Interior

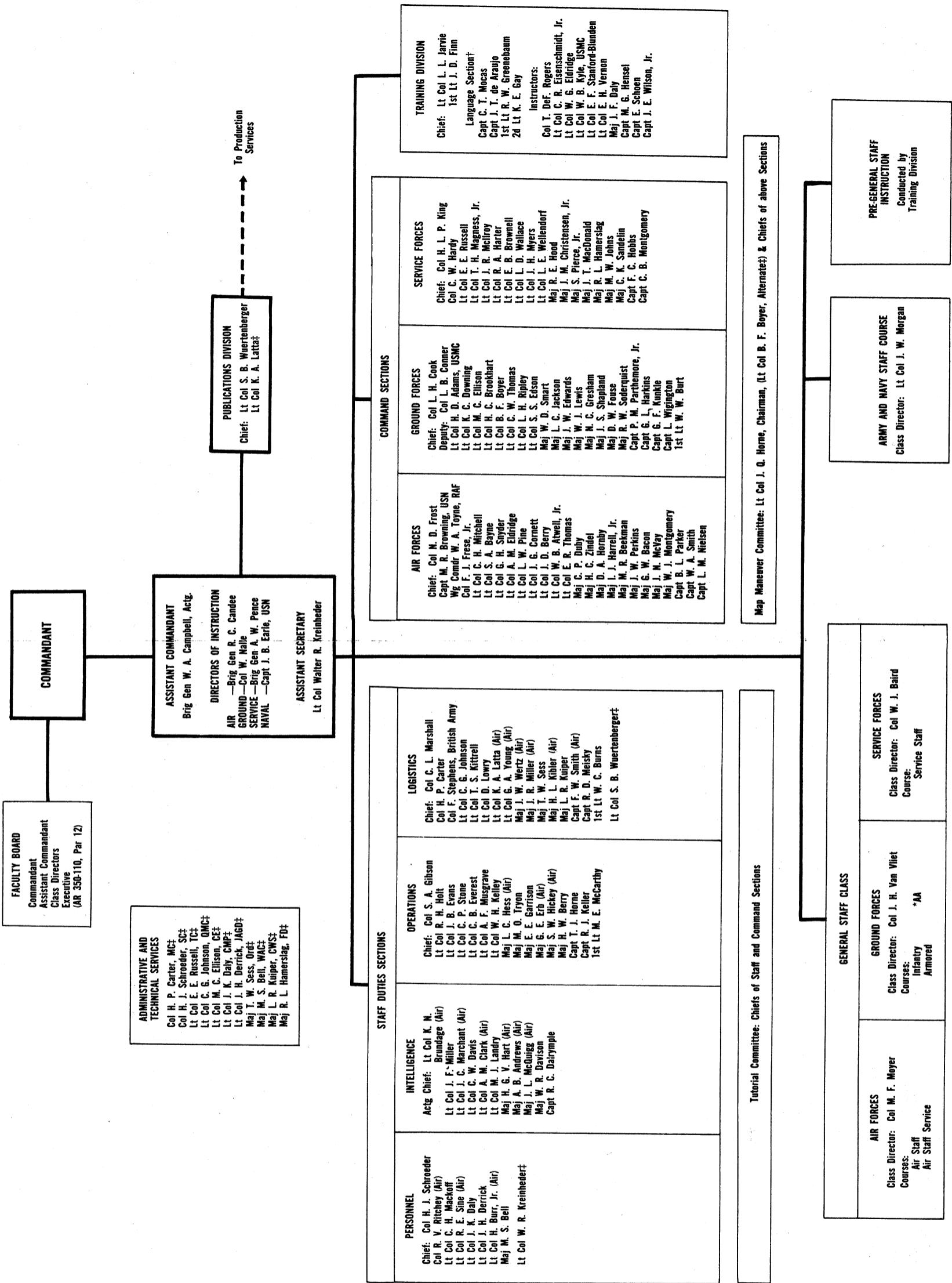
*Also under Air.

[†]Assistants to Class Directors
as assigned.

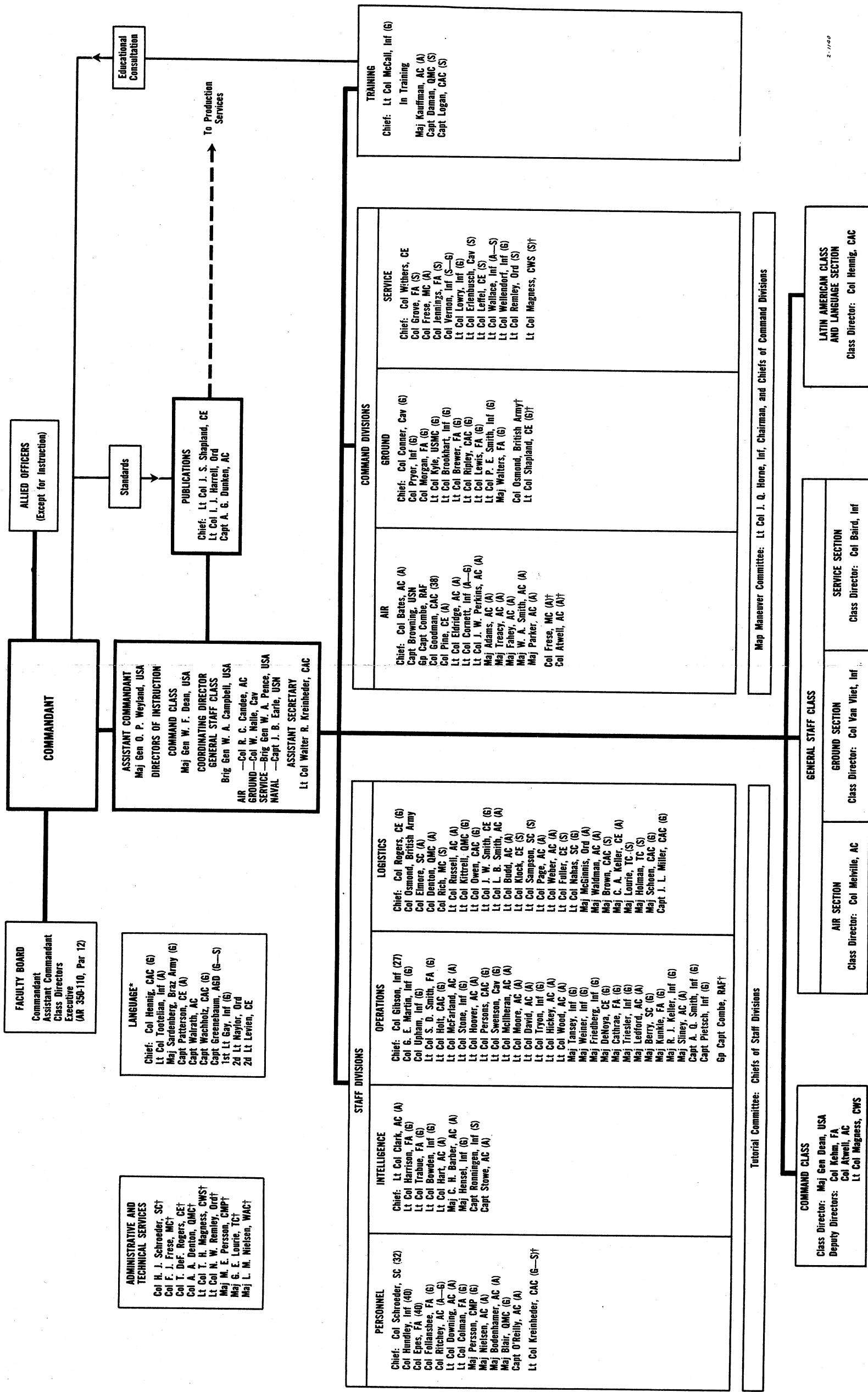
**PRE-GENERAL STAFF
INSTRUCTION**
Conducted by
Training Division

2-11-10

**ORGANIZATION OF FACULTY
Command and General Staff School
19 March 1945**



**ORGANIZATION OF FACULTY
Command and General Staff School
28 February 1946**



Indicates additional duty

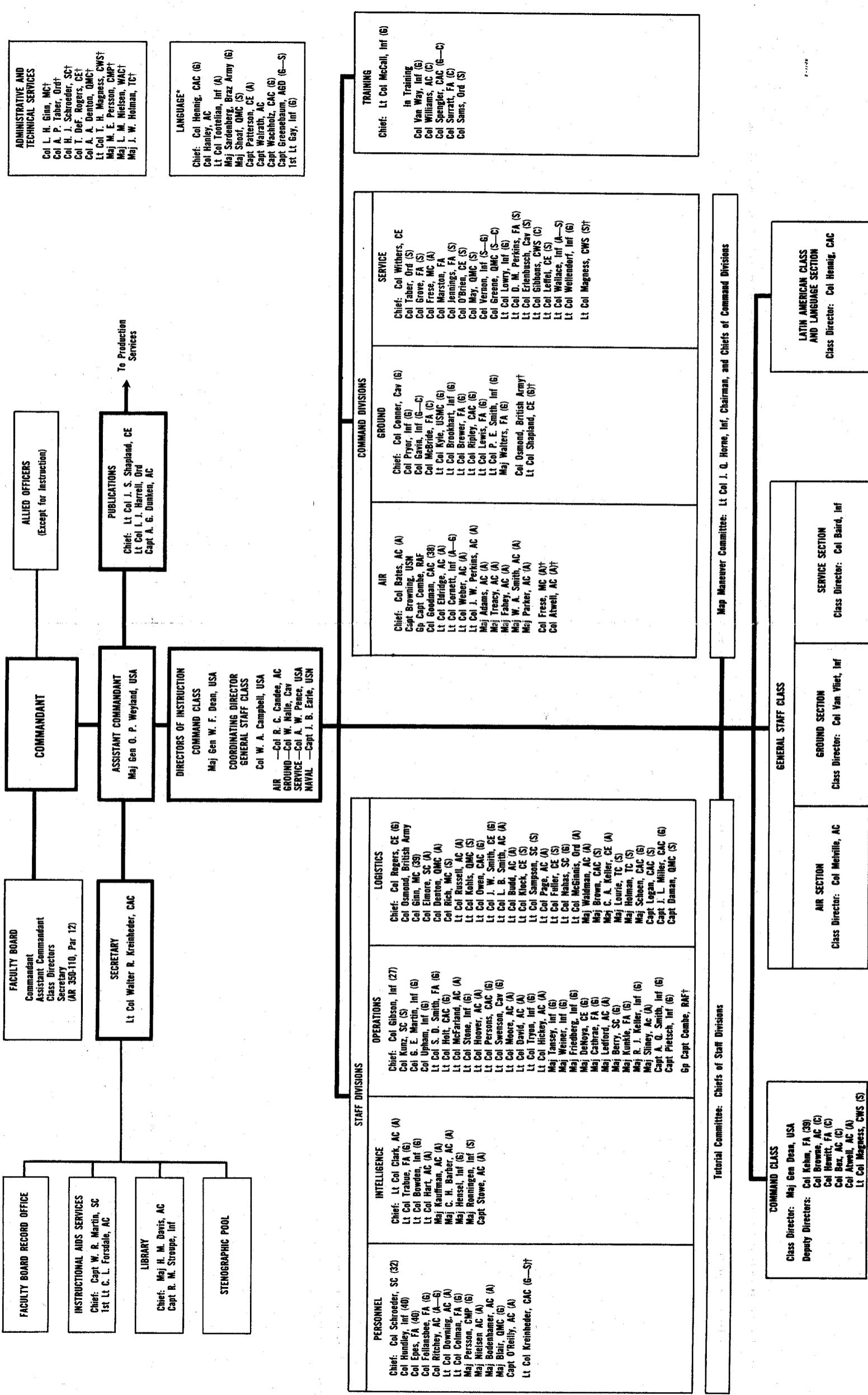
*Assistants to Class Directors
as assigned

Legend showing CCESS Courses of which instructors are graduates:
(Year) = Regular Courses, prior to 1940
(A) = Air Courses, since Jan 1943
(S) = Ground Courses, including Special Courses prior to Feb 1942
(G) = Service Courses, since Sep 1942

2-11-42

ORGANIZATION OF FACULTY Command and General Staff School

25 April 1946



*Assistants to Class Directors
as assigned

Legend showing CGSS Courses of which instructors are graduates:
(Year) — Regular Courses, prior to 1940
(A) — Air Courses, since Jan 1943
(B) — Ground Courses, including Special Courses prior to Feb 1942
(S) — Service Courses, since Sep 1942
(C) — Command Courses, since Feb 1946

†Indicates additional duty

Map Maneuver Committee: Lt Col J. Q. Horne, Inf, Chairman, and Chiefs of Staff Divisions

Tutorial Committee: Chiefs of Staff Divisions

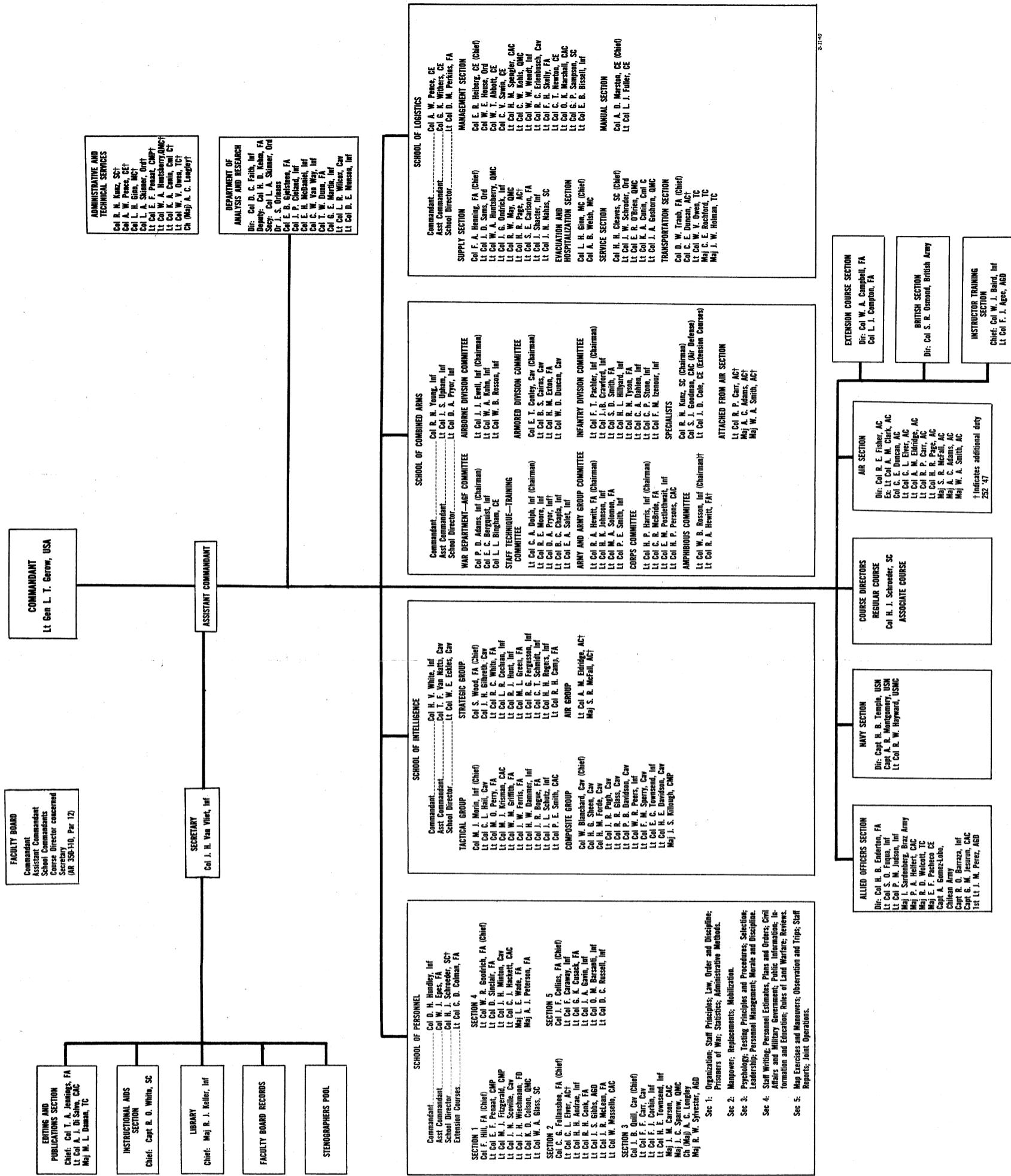
LATIN AMERICAN CLASS
AND LANGUAGE SECTION
Class Director: Col Henrie, CAC

GENERAL STAFF CLASS	
AIR SECTION	GROUND SECTION
Class Director: Col Neville, AC	Class Director: Col Van Vliet, Inf
SERVICE SECTION	
Class Director: Col Baird, Inf	

COMMAND CLASS	
Class Director: Maj Gen Dean, USA	Deputy Directors: Col Kehm, FA (39)
Col Brown, AC (C)	Col Hewitt, FA (C)
Col Bar, AC (C)	Col Bar, AC (A)
Lt Col Magness, CWS (S)	

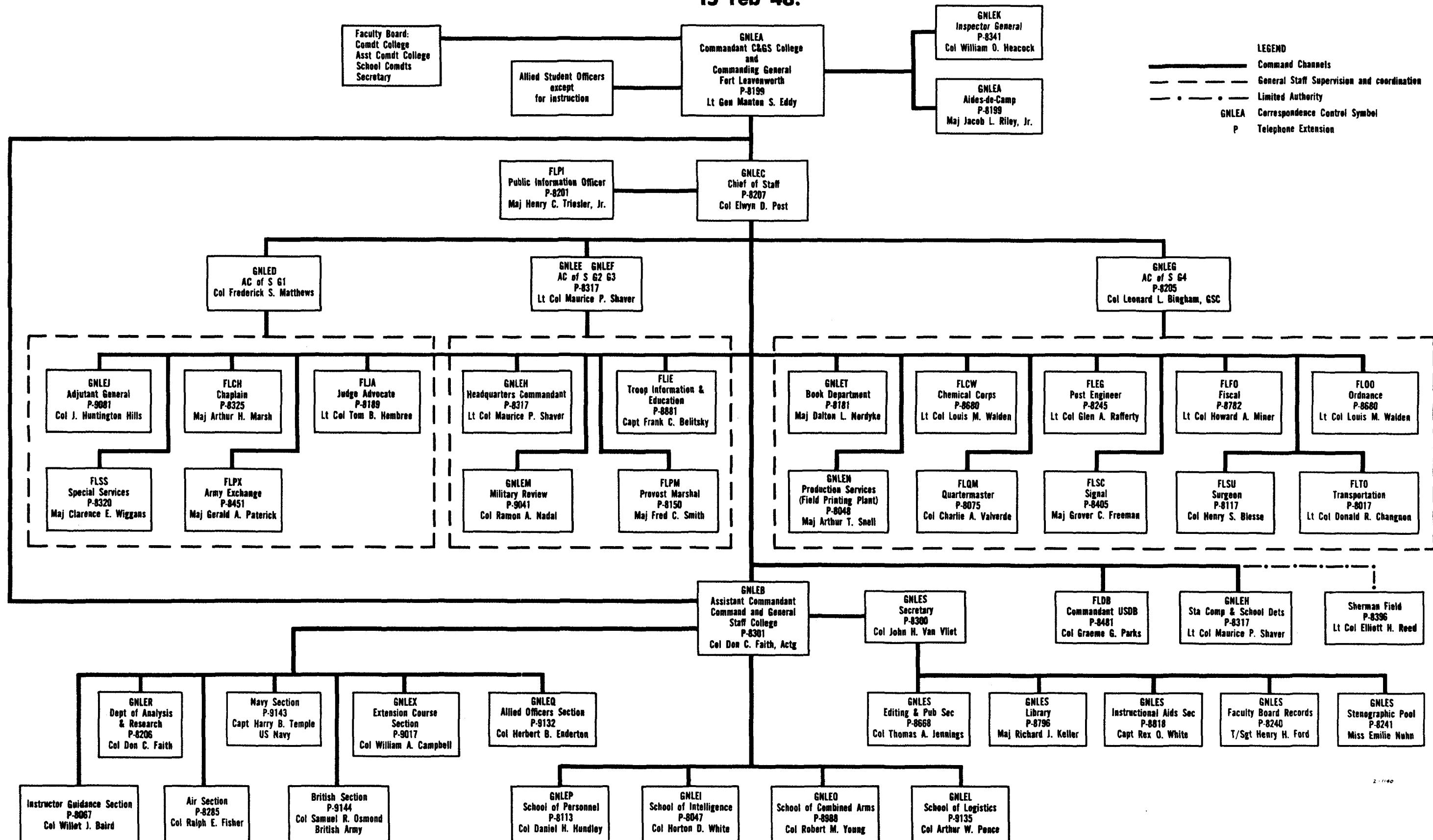
2-1-20

**ORGANIZATION OF FACULTY
Command and General Staff College
Fort Leavenworth, Kansas**

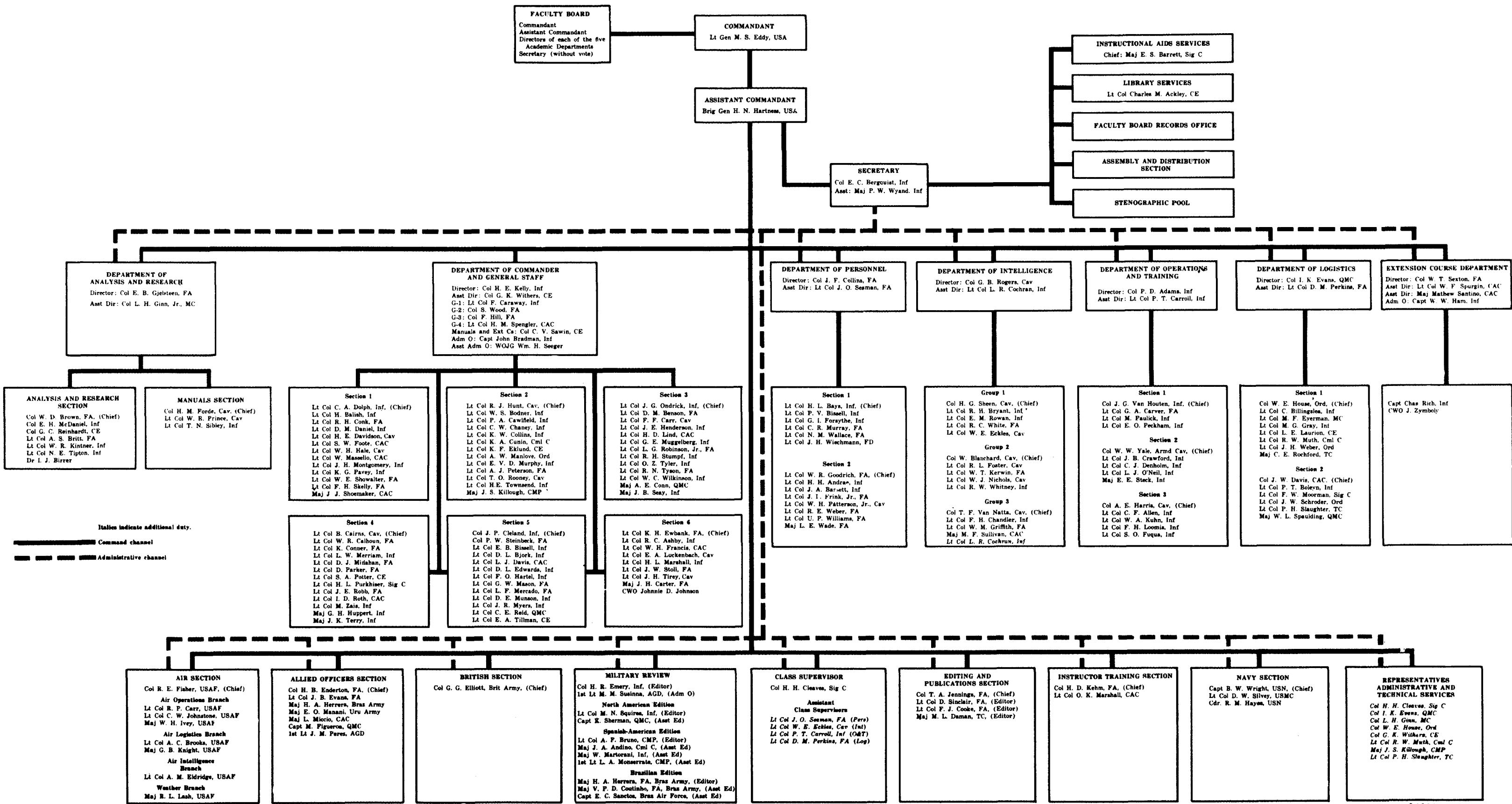


**ORGANIZATION CHART COMMAND AND GENERAL STAFF COLLEGE
AND FORT LEAVENWORTH, KANSAS**

15 Feb 48.



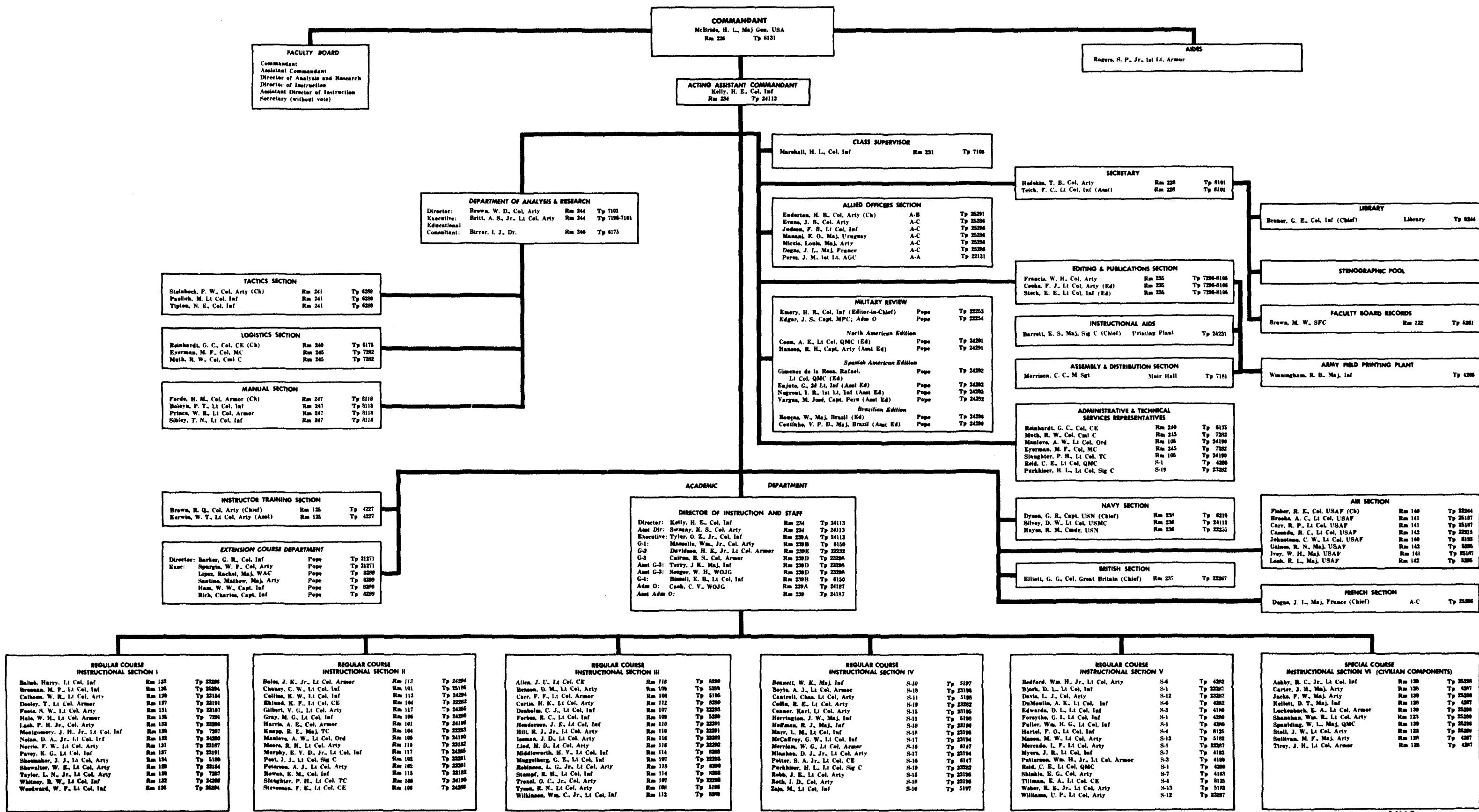
ORGANIZATION OF FACULTY
COMMAND AND GENERAL STAFF COLLEGE
Fort Leavenworth, Kansas
1 December 1949



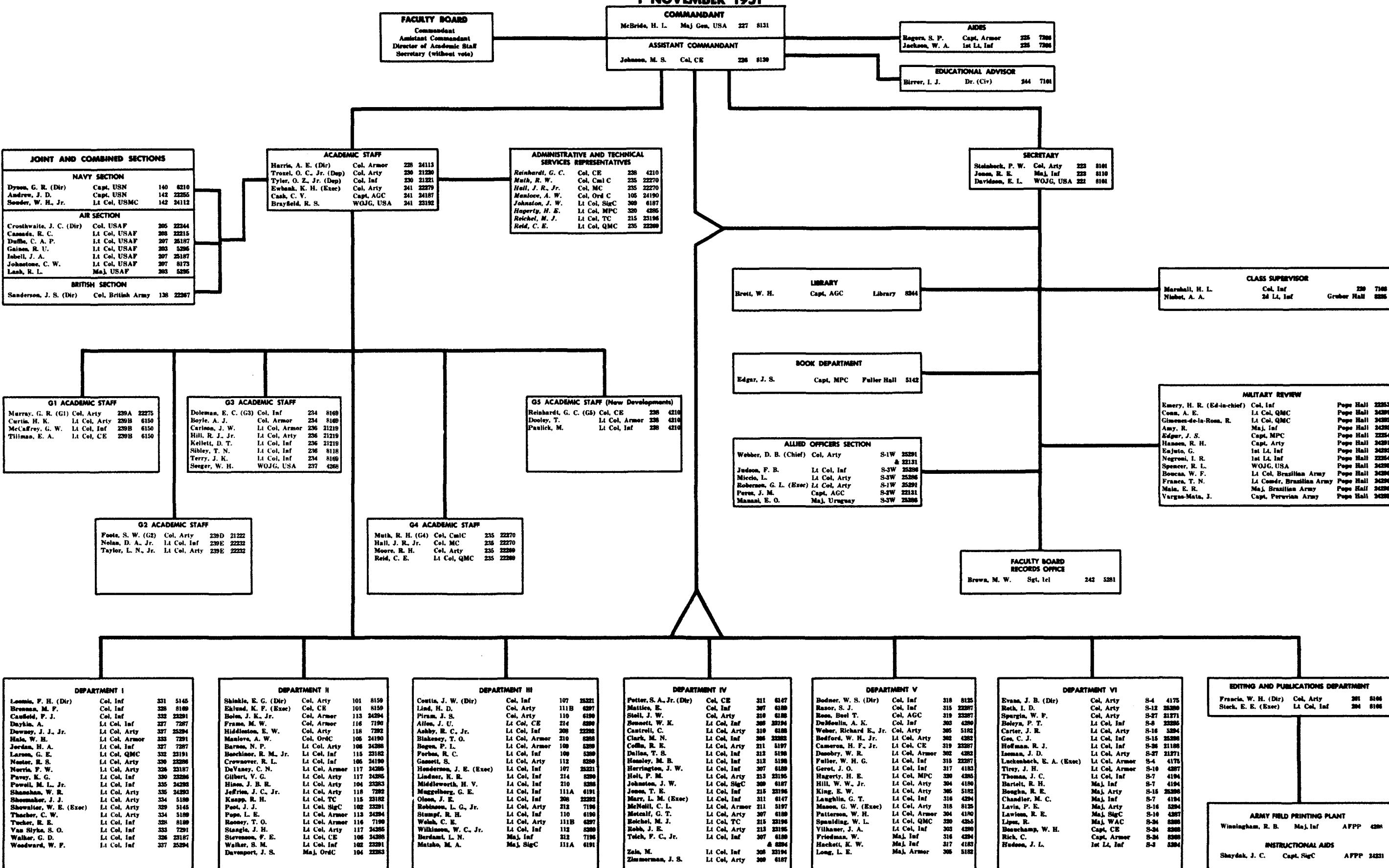
FACULTY ORGANIZATION OF COMMAND AND GENERAL STAFF COLLEGE

15 November 1950

A—ANDREWS HALL
S—STOTSBERG HALL



FACULTY ORGANIZATION OF COMMAND AND GENERAL STAFF COLLEGE
1 NOVEMBER 1951



Italics denote additional duty.

APPENDIX XX
PERSONNEL HEADING CERTAIN KEY ACTIVITIES AT FORT LEAVENWORTH
FROM 1937 TO 1951

Chiefs

Allied Officers Section

Lt J. T. de Araujo	Aug 1944
Lt Col J. W. Morgan	Aug 1944
Lt Col L. L. Jarvie	Oct 1944
Col W. H. Hennig	Feb 1946
Col H. A. Luebberman	Feb 1946
Col H. B. Enderton	Aug 1947
Col D. B. Webber	Jun 1951

Directors

Extension Course Department

	Enrollment
Col William A. Campbell	901
Col Louis J. Compton	1,797
Col William J. Epes	7,893
Col William T. Sexton	10,195
Col George R. Barker	10,961
Col William F. Spurgin	

Commandants

US Disciplinary Barracks

Col Converse R. Lewis	Nov 1940—Jul 1942
Col James P. Marley	Jul 1942—Sep 1943
Col William S. Eley	Oct 1943—Nov 1946
Col Lathrop R. Bullene	Nov 1946—Mar 1947
Col Graeme G. Parks	Mar 1947—Aug 1948
Col Clarence E. Cotter (acting)	Aug 1948—Jun 1949
Col Rhodes F. Arnold	Jun 1949—Present

Commanders

Station Hospital

Col Daniel W. Harmon	1935—1939
Col Robert C. McDonald	1939—1940
Lt Col James B. Anderson	1940—1941
Col Albert S. Bowen	1941—1943
Col Edward J. Strickler	1943—1945
Col Clarence W. Hardy	1945
Col Henry S. Blesse	1945—1949
Col James H. Turner	1949—1951
Col Frank O. Alexander	1951—Present

Quartermasters

Maj F. F. Hall	1936-1939
Lt Col L. H. Palmer	1939-1941
Lt Col A. C. Ramsey	1941-1943
Maj H. E. Ross	1943-1946
Col E. H. Fay	1946-1947
Col C. A. Valverde	1947-1948
Col M. A. Quinn	1949-1950
Col C. A. Barker	1951-Present

Superintendents

National Cemetery

Mr. Wayne Smeltz	May 1934-Dec 1947
Mr. Adolph P. Bernhardt	Dec 1947-Present

Editors

Fort Leavenworth News

Reception Center News
Reception Center News
Reception Center News
Reception Center News
Reception Center News
 Jan 1945 }
Fort Leavenworth News
Fort Leavenworth News

Pfc Don Jones	Jan 1941-Aug 1942
Cpl James A. Lynch	Aug 1942-Nov 1943
T-5 Frank Bailey	Nov 1943-1944
Sgt Chas G. Pearson	1944-Feb 1946
Cpl Thad N. Marsh	Feb 1946
Cpl Dwight Cramer	1946
Pfc Gerald Friedman	1946
Capt E. V. Dunbar	1946-Dec 1946
TSgt Edith Gribble	Dec 1946-Mar 1947
MSgt George E. Mayer	Mar 1947-Jun 1947
Pvt Kenneth Adair	Jun 1947-Oct 1948
Pvt William Jordan	Oct 1948-Jan 1949
Pfc Robert D. Cleur	Jan 1949-Jul 1949
Rct John B. Thomas	Jul 1949-Jul 1950
SFC Lloyd L. Jones	Jul 1950-Sep 1950
Cpl Mary L. Peterson	Sep 1950-Present
MSgt Jack Theal, Jr.	Sep 1950-Present
Cpl Mary L. Peterson	Sep 1950-Present

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INDEX

	<i>Page</i>		<i>Page</i>
A & R			
<i>See</i> Department of Analysis and Research	33		
Abdallah Temple, Leavenworth	7		
Academic building	45		
Academic Department	34, 35, 48		
Academie de Nobles	55		
Activities, 1937	1, 3, 6		
Adolphus, Gustavus	55		
Adviser program	35		
After-action reports	35		
Air Corps	16, 27		
<i>See also</i> USAF	37, 52		
Air University	29		
Allen, Capt James	52		
Allentown (courses)	37		
Allied officers:	17, 23, 28, 29, 35, 48		
Distinctive insignia for	23		
American Royal	1		
Andrea's, <i>History of Leavenworth County</i>	9		
Andrews, Lt Gen (Brig Gen) Frank	10		
Andrews Hall	18, 22, 38		
Annual Old Settlers Association Picnic and			
Pioneer Day Parade	1		
Applicatory method	ix, 36, 56		
Araujo, Capt J.T.de	17		
Argentina	41		
Army Air Forces Course	16, 18, 24		
Army Cooperative Fire Association	6, 50		
Army Educational System			
<i>See also</i> Eddy and Gerow Boards	33		
Army Field Forces	33, 34, 37, 38		
Army Ground Forces Course	16, 18		
Army Group	39		
Army National Bank	51		
Army School of the Line, Fort Leavenworth	59		
Army Service Forces	18		
Army Service Forces Course	16, 18, 22, 24		
Army Signal School, Fort Leavenworth	59		
Army War College	ix, x, 19, 29, 38, 39, 48, 56		
Army-Navy Staff College Course (Class)	16, 17, 24		
Arnold, Gen H. H.	20, 43		
Arnold, Col Rhodes F.	52		
Art Group	53		
Associate Course (Class)			
<i>See also</i> Regular Associate	32		
Atchison	1		
Augur Avenue	6		
Augur, Maj Gen C. C.	8		
Authors	34		
Baker, Bob, CGSC barber	51		
Baker, Miss Charity	54		
Barrows, Col F. M.	48		
Baum, Miss Lula	51		
"Beehive"	1		
Bellah, Lt Col James Warner	15		
Bellerive	15		
Benton, Thomas Hart	53		
Berry, Miss Margaret	54		
Berthier, Napoleon's Chief of Staff	55		
Biddle Boulevard			52
Big Stranger Creek			36
Bishop, Maj Gen Percy P.			10
Bliss, Brig Gen Tasker H.			39
Boetticher, Lt Gen Frederick Von			7
Bolling, Maj Gen Alex			20
Book Department			6
Boughton Memorial Hall			51
Boy Scouts			29, 50
Bradley, Gen Omar N.			21, 42, 43
Brazilian officer courses			17
Brees, Maj Gen H. J.			5, 6
Brereton, Lt Gen, USAF, L. H.			5, 21, 42
Briefings			35
British Commonwealth officers			29
Bruce, Lt Gen Andrew D.			20
Buckner Drive			28
Buckner, Lt Gen Simon Bolivar			28
Building 61			51
Bull, Maj Gen Harold R.			19
"Bull pen"			
<i>See also</i> Instructor training	51		
Bundel, Brig Gen Charles M.		6, 7, 9, 11, 58	
C-82, Air Force "Flying Boxcar"			38
Camberley, British Staff College			41
Campbell, Brig Gen Wm. A.			24, 61
Canausa, MSgt Freddie			48
Candee, Brig Gen, USAF, R. C.			24
Carlisle Barracks, Pa.			40
Carnival, Winter Horse Show			6
Carter, Maj Gen Wm. H.			x
Catron, Brig Gen Thomas B.			20
Cemetery			
<i>See also</i> National Cemetery	52		
Chamber of Commerce, Kansas City, Mo.			11
Chapel, Post			7, 18
Chavez, Senator Dennis			10
Cherry, Samuel A.			8
Choral Group			29, 50
Citizens Military Training Camp		6, 9, 10	
Civilian components			37
Civilian components, officers			57
Civilian educational adviser		25, 27, 32, 45	
Class: size		1, 10, 12, 32, 41, 48	
<i>See also</i> Regular (Special) Class	10, 27		
Clausewitz			55
Clement, Mrs. Bertha			52
Cody Field			1
Cody Hill			10
Coffee Shop			51
College Review Board			
<i>See also</i> "murder board"	33, 34, 35		
Colonial Dames of America plaque			22
Combined Arms, School of			
<i>See also</i> O&T	32		
Command and General Staff College	ix, 27, 39, 40		

Page	Page		
Command and General Staff School	3, 11, 12, 22, 23	Eberle, Maj Gen (Maj) G. L.	5
Building, original	3	Eddy Board	29, 39, 60
Command and General Staff School (College):		Eddy, Lt Gen Manton S.	5, 28, 29, 40, 42, 51, 54, 60
Expansion, World War II	16	Eddy, Mrs. Manton S.	31
Organization 1940	11	Edgerton, Dr Harold A.	25
Mission	11, 56	Editing and Publications Department	35, 44
Length short courses	11	Edmunds, Col Kinzie B.	11, 12, 60
Liaison officer with WDGS	21	Educational adviser	25, 27, 32, 45
Graduates trained by 1944	22	Educational System for Regular Army Officers	
Command and Staff College	25, 26	See also Eddy Board	29, 30
Redesignated Command and General		Edwards, Maj Gen Idwald, USAF	19
Staff College	27	Eglin Field, Florida	38
New organization, Gerow Board	26	Eichelberger, Lt Gen Robert	51
Age of students	39	Eisenhower, General of the Army Dwight D.	42, 43
Command Class	23, 24, 25	Eismont, Pfc Joseph D.	21
Commander and General Staff, School of	32	Emery, Col H. R.	48
Communications zone	34	Enderton, Col H. B.	29
Conestoga wagon	3	Evaluation program, student	
Conference of School Commandants	48	See also marking system	25, 36, 58
Cook, Maj Gen (Lt Col) G. R.	11, 12, 61	Excelsior Springs	1
Coronado California, USMC Amphibious		Executive, Academic Department	48
Training Center	38	Extension courses	5, 34, 37
Corral Creek	48		
Coughlin, Mr. and Mrs. John P.	50		
Craig, Maj Gen Louis A.	52		
Crittenden, 2d Lt John J.	8		
Cunningham, Col (Lt Col) William A.	21		
Current Affairs Group	53		
Custer, Maj Gen (Lt Col) George A.	7		
Cut sheet	36		
Daly, Col (Maj) John C.	3		
Danford, Maj Gen Robert M.	58		
Danielson, Maj Gen C. H.	45		
Dougherty wagons	3		
Davison, Col (Lt Col) Paul R.	9		
Davison, Hon. Trubee	7		
Dean, Maj Gen (Lt Col) J. R.	14		
Dean, Maj Gen William F.	24		
Denit, Brig Gen (Maj, MC) Guy	14		
Department of Analysis and Research	33, 48		
Department of Army	32, 37, 38, 39, 46		
Doctrine	33, 38, 48		
Instruction	39		
Board on Educational System for Officers			
(Eddy Board)	29		
Department of Defense	39		
Department of Justice	10		
Departments, Academic Department	34		
Devers, Gen Jacob L.	42		
Diploma	37		
Disciplinary Barracks			
See also USDB	18, 22, 52		
Doctrine, coordination of	38		
Doniphan, Col Alexander William	9		
Donovan, Brig Gen (Lt Col) Leo	14		
Dramatic Club	6, 29, 51		
Dreese, Dr Mitchell	25		
Drummond, Air Marshall	21		
Duning, Maj Fred	48		
Eaker, Lt Gen Ira, USAF	21		
Eaton, Sgt Orville L.	13, 44		
		Gattan, Lt John W.	52
		“Gay Nineties”	1, 10
		General Staff Class	16, 23
		advanced	39
		General Staff College	x

	<i>Page</i>
General Staff, US Authorization	x, 39
Functional divisions	x, 39, 56
Washington's composition	55
Grant's composition	55
College founded	vii
Prussian	55
German	55, 56
Corps eligible list	4
Director of Training, SOS	20
Gerow Board	24, 32
Report	24, 25, 26
Gerow, Lt Gen Leonard T.	21, 24, 25, 27
	42, 51, 52, 59
Gilbreath, Maj Gen Frederick	1, 3, 4
Girl Scouts	1, 29, 53
Glee Club	29, 51
Gneisenau	55
Golf Club	9, 49
Grades	
<i>See also</i> Evaluation Program	4, 15, 36
Graham, Maj Gen (Maj) R. C. L.	5
Grant Hall	3, 4, 13, 16, 21, 24
Grant, Gen Ulysses S.	56
Groves, Maj Gen Leslie R. Jr.	7
Gruber, Brig Gen Edmund L.	10, 11, 12, 17, 18, 58
Death	17
Memorial plaque	18, 52
Monument	18, 52
Gruber Hall	16, 18, 19, 22, 26, 38, 50, 53
Gruenthal, Gen (Capt), Alfred	6
Guest speaker program	38
Guides, Indian	52
Ham, Mrs. Woodrow W.	54
Handy, Lt Gen Thomas	20
Harris, "Hoss"	1
Harrison, Maj Gen (Maj) W. K. Jr.	5
Hartness, Maj Gen (Brig Gen) Harlan N.	28
Hartness, Mrs. Harlan N.	31, 32, 40, 60
Harvard (University)	46
Hastings Road	1
Hastings, Virginia Marsh	1
Hawaii	37
Haygood, Maj Gen Johnson	7
Hazlett, Maj Gen (Lt Col) H. F.	5
Hedekin, Col T. B.	48
Henry, Dr Edwin R.	25
Herndon, Maj Gen Wm K.	10
Heubner, Maj Gen C. R.	20
Highway 92	48
Hilddring, Maj Gen John Henry	21
Hills, Col Huntington	51
Hinz, Mr. Emil	54
Hodges, Gen Courtney H.	42
Honeycutt, Maj Gen (Col) Francis W.	7
Hull, Lt Gen John E.	20
Hunt Lodge	3, 52
India	
<i>See also</i> Allied officers	29
Induction Station	
<i>See also</i> Reception Center	24
Industrial College of the Armed Forces	39
Instruction	4, 35
Instructional Aids Section	38
Instructor Training	36, 37
Intelligence, School of	32
Iran	41
Jarvie, Lt Col L. L.	36
Jenkins, Maj Gen (Maj) Reuben	14
Johnson, Lt Col, USMC, Chandler H.	21
Johnson, Col M. S.	48
Jones, MSgt Martin E., tennis coach	51
Kansas City Art Institute	53
Kansas State College	11
Kearney, Col Stephen Watts	80
Kelly, Col Henry E.	40, 61
Kibler, Maj Gen (Maj) A. F.	5
King Avenue	28
King, Maj Gen Edward Leonard	28
Kinsella, Rev T. H.	51
Knerr, Maj Gen, USAF	21
Korea	
invasion	38, 41
Kriegsakademie	41, 55
Ladies' Golf Association	54
Lanahan, Maj Gen (Capt) F. H.	5
Larsen, Roy E.	17
Lawrence	1
Learning points	35
Leavenworth, Brig Gen (Col) Henry	ix, 8, 52
Leavenworth, Capt Jesse	9
Leavenworth	1, 28, 52
L'Ecole Superieure de Guerre	41
Leigh Hall	52
Lesson plan	35
Lewis and Clarke School	52
Lewis, Col Converse R.	10, 18
Lexington, Mo.	11
Lindberg, Col Charles A.	9
Logistical Command Course	37
Logistics, School of	32
Ludlow, Brig Gen Wm	x
Lyons, Mr. William J.	51
MacArthur, General of the Army, Douglas	4, 43
MacCormick, Austin	52, 53
Manuals, field	33
Map exercise	36, 44
Map maneuvers	36, 44
Marine Corps	16, 38
Marking system	4, 18, 58
Marley, Col James C.	18
Marshall, General of the Army, George C.	10, 20, 59
Marshall, Col S. L. A.	38
Massachusetts Institute of Technology	42
Massenbach	55
McAndrew, Col Joseph A.	5, 7
McBride, Maj Gen (Maj) H. L.	5, 40, 60
McClellan Avenue	50, 51
McClellan, Officers' Mess	21
McGlinn, William	1
McHenry, Secretary of War 1798	55
McNair Hall	22, 50

	<i>Page</i>
McNair, Lt Gen (Brig Gen) Lesley J. -----	9, 10, 11
	20, 29, 57
McNair, Mrs. Lesley J. -----	10
McNarney, Lt Gen Joseph T. -----	19, 20
Medical Field Service School -----	40
Mella, Mrs. -----	13
Menninger, Dr William C. -----	38
Meritorious Service Plaques -----	24
Merritt Lake -----	50
Milburn, Lt Gen (Lt Col) F. W. -----	5
Military Review -----	44, 48, 50
Military training company -----	52
Missouri River -----	ix
Moltke -----	55, 56
Monteiro, Maj Gen Pedro Aurelio de Goes -----	9
Morgan, Brig Gen (Lt Col) J. W. -----	17
Motivation, student -----	43
Muehlebach Hotel -----	15
Mueller, Maj (Maj Gen) P. J. -----	5
Muffling -----	55
Muir, Maj Gen Charles H. -----	22
"Murder board"	
<i>See also</i> College review board -----	33
Murdock, Capt Daniel H. -----	8
Nalle, Col W. -----	24
Napoleon's (Bonaparte) Staff -----	55
National Cemetery -----	18, 52
National Defense Act of 1947 -----	29
National Guard Courses -----	10, 27, 37, 43, 48, 57
National War College -----	39
Naval War College -----	29, 33
Navy -----	16
Section -----	37
Netherlands East Indies cadets -----	17
New Divisions Course -----	16
Ney; Marshal of Napoleon -----	55
Noce, Maj Gen Daniel -----	21
Nonresident Instruction, Department of -----	34, 48
Normandy Area -----	28
Nuhn, Miss, Editing and Publications -----	51
Observers -----	38
Officers' (Club) Mess -----	10, 21, 27
Officers' Club, Phillips Hotel, Kansas City -----	15
Olathe -----	1
"Old Rolling Wheels" -----	1
"Old Santa Fe Trail Pioneer and Wild West Show" -----	1, 2
O'Leary, Miss Grace -----	51
Operations, Deputy for -----	48
Operations Section (G3), of Academic Department -----	34
Organization for Instruction -----	11, 26, 32, 48
Organized Reserve Corps Courses -----	10, 27, 37
	43, 48, 57
Oregon Trail -----	9
Orleans, Dr Jacob S. -----	25, 27, 32, 45
O&T (Organization and Training), School of -----	32
Pakistan -----	
<i>See also</i> Allied officers -----	29
Parent-Teachers Association -----	6, 51, 52
Park College -----	53
Parker, Mr. George -----	51
Parkinson, Mr. Gordon -----	54
Patch, Lt Gen Alexander M. -----	42
Patterson, Hon Robt P., Secretary of War -----	43, 52
Patton, Gen George S., Jr. -----	42
Patton, Gen George S. School -----	52
Pearson, MSgt, Librarian -----	51
Pence, Brig Gen A. W. -----	24, 61
Pershing Park -----	48
Personnel Center, War Department -----	
<i>See also</i> Reception Center -----	24, 27
Personnel, School of -----	32
Peru -----	17, 41
Peterson, Maj Gen Virgil -----	19
Phillips, Mr, Transportation Office -----	51
Pick, Lt Gen (Maj) L. A. -----	5
Pick, Mrs. L. A. -----	7
Pilot Knob -----	36
Pinkerton's Detective Agency -----	55
Plans and Evaluation, Deputy for -----	48
"Platte Purchase Centennial" -----	1
Pony Express Rodeo -----	1
Pope Avenue -----	1, 21, 50
Pope Hall -----	16, 21, 22, 48
Pope, Maj Gen John C. -----	8
"Portrex" -----	38
Post Exchange -----	27, 50
Post Exchange Restaurant -----	21
Powell, Maj Gen C. R. -----	10
Presentation -----	35
Princeton University -----	13, 44
Printing Plant, New -----	48
Program of Instruction (POI) -----	34
Pyle, Col (Maj) C. A. -----	14
Quartermaster General's Staff -----	55
Quesada, Lt Gen, USAF (Capt) Elwood -----	7
Race Track Pasture -----	1
Rains, Lt Sevier M. -----	8
Reception Center -----	10, 28
Reeder, Governor of Kansas, Andrew H. -----	22
Refresher Courses -----	37, 48
Regular Associate Course -----	27, 37, 48
Regular Class -----	4
graduation -----	28, 29
Regular Course: -----	4, 9, 26, 37
1940-41, Suspension -----	10
1950-51, Opening -----	40
Requirements -----	36
Research, by authors -----	34, 36
Reserve Officers Training Corps -----	6, 9, 10
Review board	
<i>See also</i> College review -----	34
Reynolds, Maj Gen Russell -----	20
Richardson, Lt Gen (Brig Gen) Robert C. Jr. -----	9, 13
Ridgeway, General Matthew B. -----	42
Riding hall -----	15
Riley, Fort -----	1
Rooks, Maj Gen (Lt Col) Lowell -----	13
Root, Elihu -----	x, 6, 56
Rose Circle -----	28

	<i>Page</i>		<i>Page</i>
Rose, Maj Gen Maurice	28	Student Officers' Mess	
ROTC Camp	6, 9, 10	See also Building 61	51
Rucker, 2d Lt John Anthony	8	Student selection	43
Ruffner, Maj Gen Clark L.	13	Sumner Place	28, 51
Saint Ignatius Chapel	51	Sun, Dr and Mrs. Norman	53
Saint Joseph	1	Sunflower troop	1
Santa Fe Trail	9	Survey of Educational Program CGSC, 1947	25
Savoy Grill	15	"Swarmer"	38
Scharnhorst	55	Swift, Brig Gen Eben	x
Schillo, Fritz	1	Swing, Lt Gen (Maj Gen) Joseph M.	39, 40
Schley, Maj Gen Julian	9	Symington, Hon W. Stuart	52
Schmahl, Col Dana	19	Television show	38
School of Application	56	Tenth US Cavalry	1, 6, 9, 10
Schools, Advanced branch	56	Terrain exercises	36
Basic branch	56	Terry, Mrs. James K.	54
School System for Officers		Testing, student	
See also Gerow and Eddy Boards	29	See also Evaluation	25, 36
Secretary of the Army	29, 39	Theater Army	39
Secretary of War	x, 3, 19, 25, 51	Theater, War Department	7, 18
Separation Center		Thomas, Senator Elmer	10
See also Reception Center	27	354th ASF Band, 20th Infantry Band	27
Service Club	6	371st Army Band, also called C&GSC Band,	
Service Staff (SOS) Course	18, 19	S.U. 1739 Band	27
Seventeenth US Infantry	9, 10	Tindall, Brig Gen (Maj) R. G.	5
Shallenberger, Col Martin C.	12, 19, 21, 61	"Tobacco Road"	14
Sheetz, Maj Gen (Lt Col) J. R.	14	Todd, Col (Maj) William N. Jr.	10
Shellendorff, Bronsart von	55	Training Aids	38
Sheridan, Gen Philip	x, 51	Training literature	
Sheridan Hall	3, 22	See also Manuals	38
Sherman Field	17, 37, 59	Troop 66	
Sherman, Gen W. T.	ix, 51	See also Boy Scouts	53
Sherman Hall	3, 22	Trudeau, Brig Gen Arthur G.	40
Sherman, Mrs. Ellen Ewing	51	Truesdell, Maj Gen Karl	18, 19, 20, 21, 22
Sill, Fort	40		23, 24, 41, 46, 59
Simpson, Lt Gen William H.	42	Truman, The President of the US	
Smith Lake	50	(Sen), Hon Harry S.	10
Smith, Maj Gen (Maj), A. C.	5	Truman, Maj Gen R. E.	10
Somervell, Lt Gen Brehon	20	Truscott, Lt Gen Lucien K.	42
Soult, Marshal of Napoleon	55	Umpires	15, 36
Southern Mansion	15	Unification	37
"Southern Pines"	38	Uniformity of Doctrine, CGSC responsibility for	48
Sparkman, Congressman Claude	10	US Air Forces	41
Special Associate Courses	37	US Disciplinary Barracks	18, 22, 52
Special Classes, number	16	Re-established	10
First	11, 16	Riot	27
Second	12	US General Staff	46
Third	17, 18, 58	US Military Academy	56
Sixth	12		
Seventh	18		
Ninth	16		
Tenth and Eleventh	18		
Twelfth	16		
Eighteenth	16, 22		
"Spots"	15, 36		
Spring Race Meet and Horse Show	1, 10		
State Department	16		
Steuben, Lt Gen (Baron) Von	55		
Stilwell Avenue	28		
Stilwell, Lt Gen Joseph W.	28		
Stimson, Hon Henry L., Secretary of War	43		
Stotsenburg Hall	21		
Stratemeyer, Lt Gen George, USAF	20		
		WAC Detachment	24, 51
		Wainwright, Lt Gen Jonathan M.	1
		Walker, Lt Gen Walton S.	27
		War Department	10, 11, 12, 16, 18, 19, 26
		Inspection	19
		War Department General Staff	19, 22, 23, 25, 26
		War Department Military Education Board	
		See also Gerow Board	24
		Washington, Gen George	55

	<i>Page</i>
WDAF, Radio Station, Kansas City, Mo.	11
Weart, Maj Gen (Maj) D. L.	5
Weather	6
Weible, Maj Gen (Capt) W. L.	5, 20
West Point	13, 45, 46, 48
Weyland, Maj Gen USAF Otto C.	24, 52, 61
Wherry Housing <i>See also</i> Pershing Park	49
White, Maj Gen Miller	19
Wilkinson, Spenser	x
Williams, Capt (W.O.), Cleveland	6
Willoughby, Maj Gen Charles A.	4
Wilson, Brig Gen (Capt) W. K. Jr., "Weary"	14
Withers, Col George	32, 33
Women's Club	6, 7, 53
Wood, Col Stuart	32
Work week, instructor	34
Wrigley, Philip K.	17
Yale University	13, 44, 46
YMCA	15, 50
Yount, Sgt Wendell O.	1, 13
Zone of Interior Course	18

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